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MAGAZINE

Johannesburg: South Africa's City of Gold



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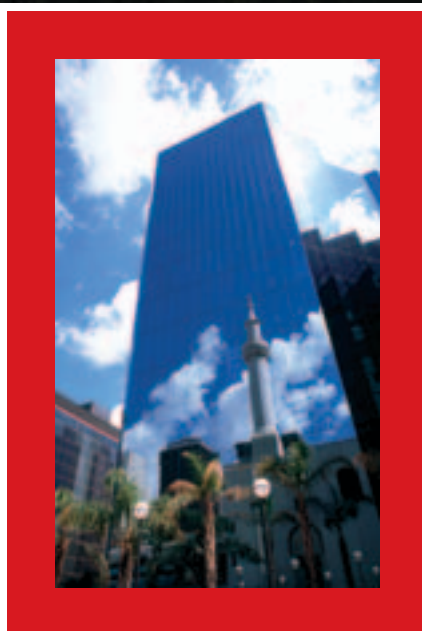
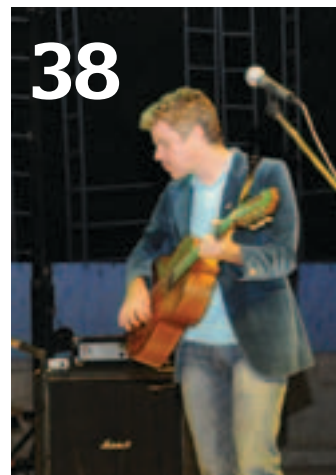
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On the Cover

South Africa's City of Gold reflects its multi-cultural population.
Photograph by Corbis



Recognizing the Accomplishments Of Department Employees

Our employees are doing great things—it is important that we acknowledge superior performance and reward outstanding employee achievements. We have the opportunity to do so through the Department's Awards program.

Each year, 29 annual awards are conferred at a ceremony held in the fall. These awards recognize outstanding achievements in such areas as reporting and analysis, management, linguistic ability, administration, security, consular services, international economics, trade development, peacekeeping, equal employment opportunity and mentoring. Most carry a cash value of \$5,000 or \$10,000. Soon, you will begin seeing Department Notices and ALDACs calling for nominations.

I encourage you to think about the accomplishments of your colleagues, subordinates and supervisors, and to nominate those whose achievements are particularly impressive. We require a minimum of five nominees in order to confer awards. In recent years, we haven't conferred awards such as the Frasure Award due to a lack of nominees. We know that there are many hard-working, talented employees out there whose efforts are worthy of recognition. Please review the upcoming nomination cables carefully and consider putting forward qualified candidates.

I also encourage you to think about nominations for Distinguished Honor Awards, Superior Honor Awards, Franklin Awards and other awards described in 3 FAM 4800. The awards program is an effective tool for rewarding employees for their performance, and the use of performance incentives helps the Department attract and retain a superior workforce.

Too few Americans get to hear about the remarkable achievements our personnel accomplish each day on behalf of the citizens of the United States of America. The annual Samuel J. Heyman Service to America Medals highlight in a very public way the exemplary work of federal government employees. One of our own, the Office of the Legal Adviser's Robert K. Harris, was a finalist for the 2010 National Security and International Affairs Medal for, among other accomplishments, his work leading negotiations for dozens of international agreements on critical issues.

Service to America Medals are presented annually by the Partnership for Public Service to highlight the positive impact public servants have in the lives of others and to inspire young people to join the federal workforce.

The 2011 Service to America Medals program is currently open for nominations. I encourage all bureaus to actively look for employees to nominate for these medals, which are accompanied by monetary awards ranging from \$3,000 to \$10,000. Nominees must be career civilian employees of the federal government.

Nominations must be submitted by January 31, 2011. They can be directly submitted by anyone familiar with the nominee to <http://servicetoamericamedals.org/SAM/>, where further details about the process can be found.

The 2011 award categories include:

Federal Employee of the Year – recognizing a federal employee whose professional contributions exemplify the highest attributes of public service;

Career Achievement – recognizing a federal employee for significant accomplishments throughout a lifetime of achievement in public service;

Call to Service – recognizing a federal employee whose professional achievements reflect important contributions that a new generation brings to public service;

Citizen Services – recognizing a federal employee for a significant contribution to the nation in activities that serve the general public and provide for the common good;

Homeland Security – recognizing a federal employee for a significant contribution to the nation in activities related to homeland security, such as border and transportation security, emergency preparedness and response, intelligence and law enforcement;

Justice and Law Enforcement – recognizing a federal employee for a significant contribution to the nation in activities related to civil rights, criminal justice, counterterrorism, and fraud detection and prevention;

National Security and International Affairs – recognizing a federal employee for a significant contribution to the nation in activities related to defense, diplomacy, foreign assistance, intelligence, military affairs and trade; and

Science and Environment – recognizing a federal employee for a significant contribution to the nation in activities related to biomedicine, economics, energy, information technology, meteorology, resource conservation and space.

Together, we can show Americans how the work of the State Department affects them in their day-to-day lives, inspire others to serve and demonstrate why the Department deserves to be funded.

If you have any comments or suggestions, please feel free to send them to me via unclassified e-mail at DG Direct.

Nancy J. Powell
Director General



Oral History Project

As a “Foreign Service brat,” I read with great interest Jewell Fenzi’s article on the Spouse Oral History Project (November issue). Subsequently, I read her interview with my parents, Francesca and Ambassador Sheldon T. Mills, as well as with FSOs who had known them.

My mother, who was known for her gracious kindness, was quite a trouper. When she arrived in Bucharest shortly before the unexpected birth of twins (my sister and me) and speaking no Romanian, she was examined by the obstetrician on his dining room table, which was covered with an oriental rug. Such was life in the Foreign Service!

Linda Mills Sipprelle
Princeton, N.J.

Interactive Edition

I am so excited to see this interactive version of *State Magazine*. It is wonderful.

I also wanted to take a moment to tell you just how much I love the cover shots of the magazine. I look forward to each issue. I enjoy photography as a hobby and I am in awe of each of your issues.

Bravo Zulu, as we use to say in the Navy. Well done indeed.

Lola Daniels
Employee Services Center

30 Years of Change

I am planning to retire Dec. 3 after 30 years of continuous service in Resource Management and its previous incarnations.

I’ve seen quite a few changes over the past 30 years, from multi-use of calculator tape and much use of my IBM Selectric typewriter to today’s computers, e-mails and videoconferencing.

Like the line from the Johnny Cash song “San Quentin” says, “I’ve seen them come and go and I’ve seen them die, and long ago I stopped asking why.”

I will miss my friends here in South Carolina, to where I migrated with the job a few years back, and my friends in Rosslyn, Va., who I worked with for so many years at SA-15. But I sure won’t miss setting that alarm clock.

Charles Ward
Global Financial Services Center
Charleston, S.C.

Ambassador Richard Holbrooke 1941-2010



Statement by Secretary Clinton on the Passing of Ambassador Richard Holbrooke

Tonight America has lost one of its fiercest champions and most dedicated public servants. Richard Holbrooke served the country he loved for nearly half a century, representing the United States in far-flung war-zones and high-level peace talks, always with distinctive brilliance and unmatched determination. He was one of a kind—a true statesman—and that makes his passing all the more painful.

From his early days in Vietnam to his historic role bringing peace to the Balkans to his last mission in Afghanistan and Pakistan, Richard helped shape our history, manage our perilous present, and secure our future. He was the consummate diplomat, able to stare down dictators and stand up for America's interests and values even under the most difficult circumstances. He served at every level of the Foreign Service and beyond, helping mentor generations of talented officers and future ambassadors. Few people have ever left a larger mark on the State Department or our country. From Southeast Asia

to post-Cold War Europe and around the globe, people have a better chance of a peaceful future because of Richard's lifetime of service.

I had the privilege to know Richard for many years and to call him a friend, colleague and confidante. As Secretary of State, I have counted on his advice and relied on his leadership. This is a sad day for me, for the State Department and for the United States of America.

True to form, Richard was a fighter to the end. His doctors marveled at his strength and his willpower, but to his friends, that was just Richard being Richard. I am grateful for the tireless efforts of all the medical staff, and to everyone who sat by his side or wished him well in these final days.

Tonight my thoughts and prayers are with Richard's beloved wife Kati, his sons David and Anthony, his step-children Elizabeth and Chris Jennings, his daughter-in-law Sarah, and all of his countless friends and colleagues.

Diplomatic Security Hosts Cyber Security Town Hall Meeting

More than 160 Department employees and guests from other federal agencies attended an October panel discussion at the George C. Marshall Center on the secure use of social media.

The town hall meeting was hosted by the Bureau of Diplomatic Security's Office of Computer Security to mark National Cyber Security Awareness Month, an initiative to encourage U.S. computer users to protect their computers and the nation's critical cyber infrastructure by using the best cyber security practices.

The town hall event, titled "Safer Social Media: Protecting the Department and Yourself," featured such topics as social media's impact on diplomacy, Facebook's privacy settings and using social media appropriately, responsibly and effectively.

Panelists included Ben Scott, policy advisor for innovation in the Secretary's Office of the Senior Advisor for Innovation; Adam Conner, Facebook's Washington, D.C., associate manager for Privacy and Global Public Policy; and Lovisa Williams, deputy director of the Office of Innovative Engagement in the Bureau of International Information Programs.

Scott called social media "a powerful tool and cautionary tale...an asset we can use to reach people with our message." Williams said employees should exercise caution with social media but take full advantage of its tools in their jobs. Conner said awareness, education and common sense are paramount to ensuring social media is safe and secure.



Ambassador Jon Huntsman, right, and Sichuan Province Executive Vice-Governor Wei Hong cut the cake for Consulate General Chengdu's 25th anniversary.

U.S. Consulates Celebrate Significant Milestones

The U.S. Consulate General in Shanghai celebrated its 30th anniversary in 2010, and the U.S. Consulate General in Chengdu celebrated its 25th.

At Shanghai's celebration, Consul General Bea Camp, former Deputy Principal Officer Chris Beede and entry-level officers Jonathan Kent and Andrew Publicover gathered stories from consulate alumni and created a timeline of notable events, such as presidential visits. It also shows the expanding demand for visas. The timeline concludes with the 2010 Shanghai Expo, where the USA Pavilion welcomed more than 7 million visitors in six months.

A reception featured attendees who had attended the 1980 reception that reopened the consulate after a 30-year absence. The U.S. diplomatic presence in Shanghai dates to 1844.

The U.S. Consulate in Chengdu also gathered stories and photos to create a poster show highlighting consulate history and contributions. Ambassador Jon Huntsman, his wife Mary Kaye and daughter Gracie Mei joined the celebrations.

The post's primary event was a reception for more than 300 guests at Chengdu's Jinjiang Hotel, where President George H.W. Bush inaugurated the consulate in 1985. The consulate has grown from six American officers and 20 Chinese staff to more than 130 staff. Visa applications have risen from about 3,300 two decades ago to more than 45,000 in 2010.

Media reports emphasized how the consulate's growth has mirrored the region's. One said that "for 25 years, Consulate Chengdu has been both a witness to and a partner in the development of southwest China."



China



WHA Videoconferences With Region's Students

In November, Assistant Secretary for Western Hemisphere Affairs Dr. Arturo Valenzuela spoke to more than 5,000 young people at universities, American Corners, binational centers and American embassies across the hemisphere and via the Internet in a digital videoconference attended in person by more than 150 students at The George Washington University.

To generate interest, the bureau posted video invitations in Spanish and English on its YouTube channel, and U.S. posts used Facebook, Twitter and their Web pages to encourage online attendance. The Department's DipNote blog, the assistant secretary's Facebook page and America.gov also announced the event.

Billed as a town hall meeting, the event was Webcast in English, Spanish and Portuguese, and its live streaming and interpretation services were provided by the Bureau of International Information Programs. Some 3,500 viewers tuned in to the live stream at www.State.gov, and Voice of America streamed the event to an additional 1,500 viewers. More than 500 people viewed VOA's video archive of the event, and another 2,000 viewed a story about it.

At GWU, student moderators read questions submitted in advance and during the event and played video of questions submitted via YouTube. Questions addressed the U.S. reaction to China's growing trade presence

in the hemisphere, Venezuelan-Russian military exercises, free trade agreements and educational exchange opportunities. Assistant Secretary Valenzuela said the United States sees the hemisphere's countries as neighbors and economic and security partners.

Nineteen U.S. embassies organized viewing parties, often partnering with universities. Partnerships included:

- The U.S. Embassy in Tegucigalpa, Honduras, and the Universidad Tecnológica Centroamericana, where about 300 students and journalists watched with U.S. Ambassador to Honduras Hugo Llorens;
- The U.S. Embassy in Asunción, Paraguay, and Universidad Católica;
- The U.S. Embassy in Managua, Nicaragua, and Universidad Americana;
- The U.S. Embassy in La Paz, Bolivia, and the Bolivian Catholic University; and
- The U.S. Embassy in Caracas, Venezuela, and the Central University of Venezuela.

The U.S. Embassy in Buenos Aires, Argentina, held an onsite viewing party, as did the U.S. Mission in Costa Rica. The U.S. Interests Section in Havana, Cuba, connected six students via its distance learning center—marking a rare live interaction of a U.S. assistant secretary with Cuban viewers.

Assistant Secretary for Western Hemisphere Affairs Dr. Arturo A. Valenzuela, right, speaks with student moderators of the Digital Town Hall at The George Washington University.

DACOR Bacon House Foundation Offers Scholarships

Several scholarships and fellowships are available in the 2011-2012 academic year for the children and grandchildren of active or retired Foreign Service officers to study at The Hotchkiss School or Yale University.

The awards, sponsored by the DACOR Bacon House Foundation, arise from a bequest of the late Ambassador Louis G. Dreyfus Jr.

Hotchkiss will select one qualified enrolled student for a \$5,000 scholarship. Applicants should contact the Director of Financial Aid, The Hotchkiss School, Lakeville, CT 06039-0800, providing evidence of a parent or grandparent's Foreign Service status.

Awards to Yale students, based on merit, will be made by the foundation in consultation with Yale and apply to university-billed expenses only. Applicants may apply at the same time they apply for Yale admission. The awards are contingent upon Yale's confirmation that the student has been admitted or is in good standing. Awards to undergraduates may be up to \$5,000 and have no restriction on the field of study. However, if there are many applicants, preference is given to students pursuing a master's degree in a field related to foreign affairs.

Applicants should, by March 11, send a copy of their parent's or grandparent's most recent Foreign Service appointment or promotion document, a brief letter of interest with full contact information, résumé, most recent transcript and a one-page statement of academic goals, including work experience, awards and non-academic achievements. Applicants for graduate fellowships should include a page outlining career goals. Send the material to DACOR Bacon House Foundation, Attn: William C. Hamilton, 1801 F Street NW, Washington, DC 20006.

For more information, contact Caroline L. Conway at (202) 682-0500 x. 17 or prog.coord@dacorbacon.org.



Manila Hosts Children's Issues Conference

"On a daily basis, we are helping people and also protecting some of the most vulnerable citizens—our children," said Ambassador Susan Jacobs, the Department's Special Advisor on Children's Issues, as she opened the East Asia and Pacific Regional Conference on Children's Issues in Manila in September.

Consular officers and local staff members from 14 U.S. posts in the region discussed working together as a region to serve the needs of children.



Philippines

The conference addressed international parental child abductions, the Hague Convention on Inter-country Adoptions, parental consent, DNA testing and adoption processing. For local staff, there were side sessions on day-to-day case management.

The conference "fostered a lively exchange of ideas that enabled each of us to have a fresh and invigorated outlook on the way we do things," said Elizabeth Kho, a consular services specialist at the U.S. Embassy in Manila.

Ambassador Jacobs met with Attorney Bernadette Abejo of the



Virginia Vause, a Bureau of Consular Affairs country officer, answers questions during the conference.

Philippine Inter-Country Adoption Board and praised the initiative of Philippine officials in advising other countries in the region on how to become Hague-compliant. The Philippines is seen as a role model for running a Hague Inter-Country Adoption program.

Ambassador Jacobs endorsed the Consular Leadership Tenets and said that by "using the tools that were discussed for creating change—learning, strong teams, communicating, preparation and creativity—we will make something valuable and lasting for children."



Showing off SA-1's new Green Globes award are, from left, Deputy Assistant Secretary for Administration Steven J. Rodríguez and GBI President Ward Hubbell.

Annex Gets Green Globes Certification

A Department facility has reached "three Green Globes" certification, given by the Green Building Initiative for achievements in green design and sustainable operations. Rated buildings are eligible for a one, two, three or four "Green Globes" designation, with one Globe indicating movement beyond a commitment and four Globes indicating a building that can serve as a national model for impact and efficiency.

The Columbia Plaza annex is the Department's first Washington, D.C., area facility to attain the distinction, which included the GBI's highest scoring for environmental management criteria. Columbia Plaza was assessed on its energy and water use, emissions and indoor environment. Deputy Assistant Secretary of Operations Steven J. Rodríguez accepted the award.

In October, the Department received a Green Globes certification for its Florida Regional Center. The Department's Beltsville, Md., Information Management Center and Portsmouth, N.H., Visa Center also have received Green Globes certification.

Julie Sobelman, who manages documentation for the Department's Green Globes efforts, said other Department domestic facilities are close to meeting the sustainability standards for the certification process, and the Bureau of Administration plans to pursue them.

STATE

MAGAZINE

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Letters to the Editor

Letters should not exceed 250 words and should include the writer's name, address and daytime phone number. All letters become the property of *State Magazine*. Letters will be edited for length, accuracy and clarity. Only signed letters will be considered.

Submissions

For details on submitting articles to *State Magazine*, request our guidelines, "Getting Your Story Told," by writing to our main office; by e-mail at statemagazine@state.gov; or by downloading them from our Web site at www.state.gov/statemag. *State Magazine* does not purchase freelance material.

Deadlines

The submission deadline for the March issue is January 15. The deadline for the April issue is February 15.

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Leadership Makes the Difference For EEO and Diversity Effectiveness

In the business of diplomacy and development, people play the most vital role. With the Department representing the United States worldwide, we must have a workforce that looks like America and reflects diversity in its broadest context—that is, not focusing solely on race, gender and people with disabilities, but also on heritage and ancestry, foreign language capability, cultural background, sexual orientation, gender identity and any other individual characteristic or experience.

Nearly all leaders express their support for Equal Employment Opportunity and diversity, but few actually get outstanding results. The default setting is a rhetorical comment that leaders are committed to EEO and diversity without the necessary follow-through. As long as expensive lawsuits or grossly negative publicity are avoided, leaders often don't hold subordinates personally responsible for achieving significant results, changing trends or holding their own direct reports accountable for the same.

Yet, every major corporation at the top of its game for diversity has learned—some very expensively—that without genuine and credible advocacy for these concerns from top leaders, nothing changes. Our message to our senior State Department leaders: For real and measurable improvements in diversity, the individual commitment of leaders is absolutely essential. Beyond a general endorsement, a leader's expression must be visible, specific, personal, persistent and intentional.

Visible: Others must see and hear the commitment, and the visibility must be evident even when the usual suspects, diversity professionals, are not in the room.

Specific: The expression of support for diversity is most credible when it addresses specific workforce conditions and challenges for that organization. Where are the gaps? What are the trends in EEO complaints?

Personal: Those responsible for promoting diversity should know it, be reminded of it and be evaluated on it at intervals using performance measures. In addition, leaders' messages will be most effective when they share their values, with references to their own diversity story, telling when diversity became meaningful for them.

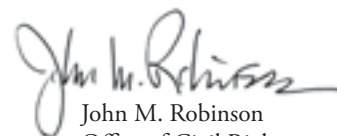
Persistent: Many leaders give a speech on special diversity occasions (e.g., special emphasis programs, Martin Luther King Day, memorials), but the message should be more constant. "Persistent" means just that—on a regular basis, as routinely as budget reviews and reports are produced on other programs.

Intentional: Creating a workplace that embraces diversity does not come through chance or providence. Leaders must say, "This is what I want to happen."

While progress at the Department has not always been fast, the direct engagement of senior leadership has resulted in positive changes. Following the request of the employee affinity group Gays and Lesbians in Foreign Affairs Agencies, Secretary of State Hillary Rodham Clinton updated her Statement on Discriminatory and Sexual Harassment to include "gender identity" as a protected basis within the Department. Also, Ambassador Nancy McEldowney, principal deputy assistant secretary of the Bureau of European and Eurasian Affairs, hosted a live forum on diversity that was broadcast to EUR employees worldwide. EUR was also one of the first bureaus to disseminate its own diversity statement. These efforts have generated a great deal of positive feedback and helped EUR become a Department leader regarding diversity.

There is still more to be done. The Department lags behind many Cabinet-level agencies in the employment and retention of Hispanic, Black, Asian and American Indian employees. Further, the Department ranks last among Cabinet-level agencies in hiring and retaining individuals with targeted disabilities.

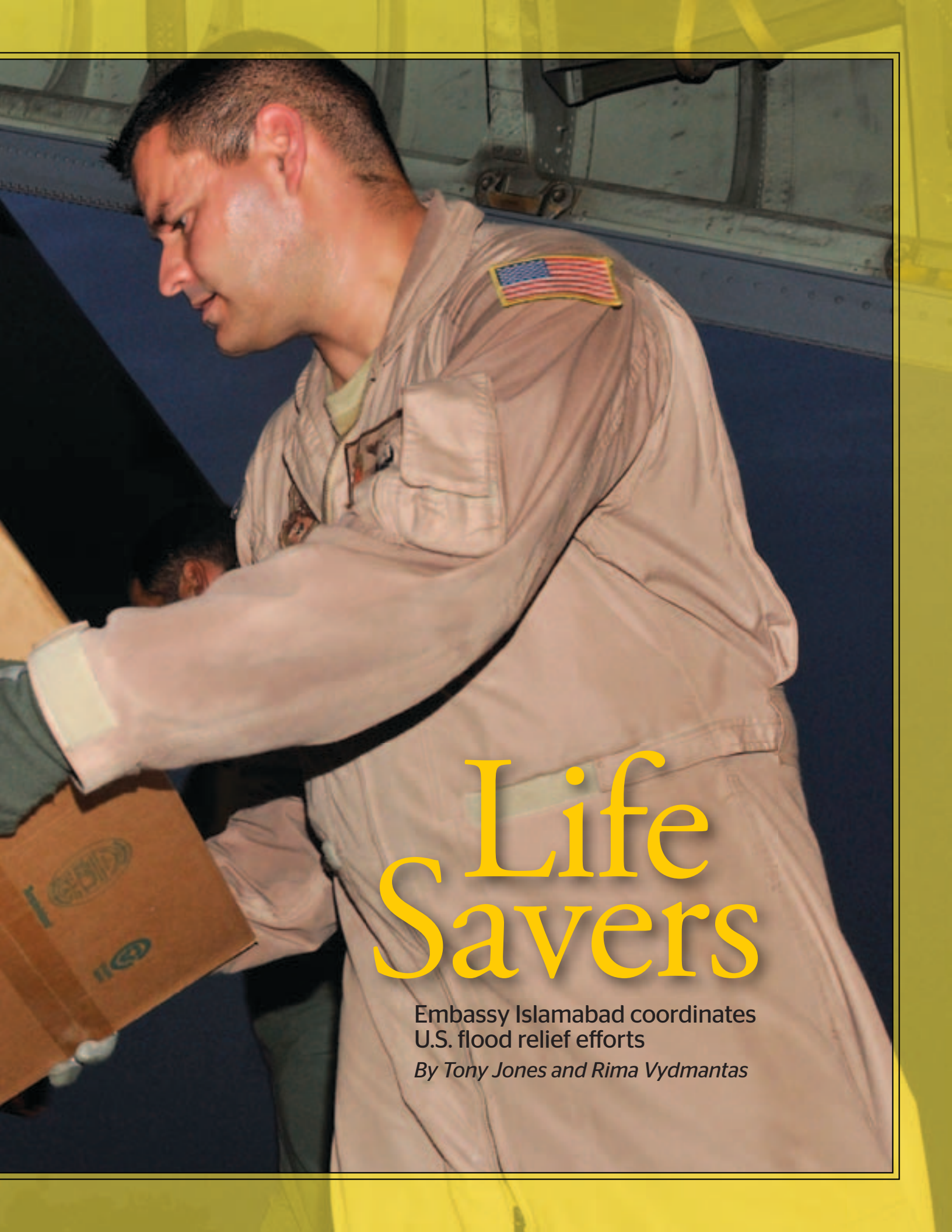
Although we are not where we want to be, the good news is that employees will "make it happen" once they perceive that the positive commitment from the top is sincere, meaning that it meets the five criteria described previously. Now, how will you lead?


John M. Robinson
Office of Civil Rights

The July 2010 monsoon flooding in Pakistan left a long swath of destruction—one that could have extended from Maine to Florida were it in the United States—and damaged infrastructure, killed about 1,800 people, left millions without adequate shelter, food or water and damaged more than 1.8 million homes.



A member of the 455th Air Expeditionary Wing from Bagram Airfield, Afghanistan, delivers the first shipment of nearly 8,000 Halal meals flown in as part of the U.S. relief effort.



Life Savers

Embassy Islamabad coordinates
U.S. flood relief efforts

By Tony Jones and Rima Vydmantas

The U.S. Embassy in Islamabad was involved from day one. Then-U.S. Ambassador to Pakistan Anne W. Patterson held conference calls with National Disaster Management Authority officials and spoke with Pakistan's prime minister and foreign minister to determine immediate needs.

"We have made this humanitarian mission to save lives and help stabilize Pakistan our absolute top priority," Ambassador Patterson said later.

At the embassy, an interagency team coordinated the embassy's resources and managed the U.S. flood response. Embassy staff prioritized the immediate needs and organized emergency equipment and other assets already in the country. To save lives and evacuate those stranded, the narcotics affairs section's five Huey II helicopters began search and rescue missions.

NAS Director Garace Reynard said, "We authorized the Pakistani military to use our helicopters for this humanitarian activity... There was no long thought process here; there's a disaster, we have the assets and so we respond."

As the days passed and the number of Pakistanis affected skyrocketed, embassy staff worked around the clock to provide logistical support and coordinate assets, military aircraft, relief supplies and rescue missions. A U.S. Agency for International Development Disaster Assistance Response Team began delivering relief supplies, including water treatment units, Zodiac boats, blankets and plastic sheeting for building temporary shelters.

The embassy's refugee affairs section monitored the situation of Afghan refugees and conflict-displaced Pakistanis, and the Bureau of Population, Refugees and Migration produced an assessment of immediate humanitarian needs that led President Barack Obama to authorize almost \$33 million from the Emergency Refugee and Migration Account.

Consular officers began receiving calls from concerned U.S. citizens inquiring about their relatives, and immediately started calling to check the status of American citizens who may have been affected.



400 Rescued

More than 400 people were rescued and more than 3,000 pounds of relief supplies were carried to isolated flood victims on the first day of rescue operations. In the northwest near Peshawar, 12 prefabricated steel bridges were quickly provided as temporary replacements for highway bridges damaged or washed away. Four Zodiac inflatable rescue boats with power motors capable of navigating the dangerous currents also assisted with the flood relief.

Larger Planes

Thirty-six hours into the flooding, the Office of U.S. Defense Representative to Pakistan coordinated with the Pakistani government to land larger aircraft to deliver relief supplies and evacuate people. U.S. Air Force C-130 and C-17 aircraft began delivering more than 436,000 halal meals. By Aug. 4, six U.S. Army helicopters were involved in relief missions into the Swat Valley, where more than 600,000 people were stranded. At the height of flood relief activities, the number of military personnel



in Pakistan reached almost 1,000, roughly four times the usual level.

"No one in the world can respond to a disaster the way the U.S. can," said Vice Admiral Michael LeFever, who was also one of the initial U.S. representatives in Pakistan in the aftermath of the October 2005 earthquake, when more had been killed but a smaller area was destroyed.

The interagency team produced daily situation reports and fact sheets, Ambassador Patterson held a press briefing and embassy spokesperson Richard Snelsire's phone rang nonstop with calls from Pakistani and American reporters. Coordinating with ODR-P, the embassy public affairs team facilitated international and U.S. media coverage of the U.S. humanitarian assistance. A locally employed public affairs staff member deployed to the disaster area for two weeks



to help with language interpretation between American and Pakistani soldiers, provide real-time information and facilitate media coverage.

"The U.S. soldiers developed a good working relationship with their Pakistani counterparts and exercised caution and cultural sensibility," said embassy public affairs staffer Dilawar Khan.

Although the flooding left Islamabad mostly untouched, the devastation was apparent near the U.S. consulates in Lahore and Peshawar. To assist embassy staff as they rebuild, the FSN Association in Islamabad solicited donations and by late September had raised almost \$10,000.

Above: A woman displaced by the floods prepares meals at a tent camp in Hyderabad, Pakistan. **Left:** The flood's devastation affected 20 million people and destroyed crops in areas where more than 80 percent of the countryside is farmland. **Right:** Then-Ambassador to Pakistan Anne W. Patterson talks with U.S. Army Sgt. Paul Gilman, center, and Lt. Gen. John R. Allen, right, about their work in the 3rd Combat Aviation Brigade's Pakistani relief unit.

Flights End

As the focus shifted from delivering flood relief by air to use of ground transport, the government of Pakistan asked the United States to end the C-130 and C-17 flights. The last sortie flew Oct. 3, although U.S. military helicopters continued delivering supplies to remote areas of the country. By the end of airlift operations Nov. 30, U.S. military aircraft had evacuated more than 40,000 people and delivered more than 26 million pounds of relief supplies.

In October, Secretary of State Hillary Rodham Clinton told the people of Pakistan during the third U.S.-Pakistan Strategic Dialogue: "We have stood with you, and we will keep standing with you, to help you not just cope with the aftermath of the floods, but to get back on the path to prosperity." ■

Tony Jones and Rima Vydmantas are assistant information officers at the U.S. Embassy in Islamabad.

Controlling Chaos

The flags of member nations fly in a late summer breeze before U.N. headquarters in Manhattan.

USUN team gears up to serve General Assembly
// By Anita Bristol

For New Yorkers, early September means the approaching end of a long baseball season and an equally long hot summer, but for the staff of the U.S. Mission to the United Nations in midtown Manhattan it means controlled chaos as 192 delegations from all U.N. member states descend upon New York for the United Nations General Assembly.

The recently concluded 65th session of UNGA was no different. USUN saw a huge increase in activity and a surge of energy in its daily hustle and bustle.

For Reporting Officer Alex Tatsis, who recently completed his first tour as a political officer at the U.S. Embassy in Khartoum, UNGA was an exciting new challenge.

"As the Darfur reporting officer in Sudan, I dealt extensively with the U.N./African Union hybrid mission in Darfur," he said. "Having observed U.N. operations in the field, I was especially interested to see how decisions are made at U.N. Headquarters."

At UNGA, Tatsis was the U.S. delegation's reporting officer for the Committee on Disarmament and International Security, as well as on the Special Political and Decolonization Committee. He held one of five temporary positions set aside each year for entry-level officers at USUN.

Tatsis and his colleagues spent nearly four months filling these key reporting positions while between postings abroad. He produced a series of reporting cables on the committees' general and thematic debates, saying he enjoyed helping keep Washington informed and seeing multilateral diplomacy in action.

Jeff O'Neal, one of four other ELOs working alongside Tatsis, said he wanted to be on the "sideline to history in the making."

The Department also sent to UNGA public delegates who were nominated by the President and funded by the Bureau of International Organization's Office of International Conferences. The delegates deliver speeches and defend U.S. interests as alternate representatives to the permanent representative in all UNGA sessions.

Carol Fulp and Greg Nickels, the delegates to the latest UNGA, are Department employees who said they saw themselves as "citizen ambassadors." Fulp is from the private sector, and Nickels is the former mayor of Seattle.



The mission's public delegates and area advisors included, from left, Donald Camp, William Pope, Amb. Richard Erdman, Gregory Nickels, Amb. Joan Plaisted, Amb. Ronald Godard, Robert Smolik, Carol Fulp and Amb. Gerald Scott.

Nickels called the opening ceremony, involving 130 or so heads of state and diplomats, "an awesome equalizing experience."

Fulp hopes to leave "a legacy others can build on while taking away a greater sensitivity to a host of cultures."

Area Advisors

The Department's area-specific advisors at USUN work at UNGA with other nations' U.N. ambassadors, conveying U.S. views, values and policies. Besides covering the General Assembly, they facilitate informal meetings, nongovernmental organizations' briefings and public diplomacy events. Because these advisors have spent most of their Department careers within their geographic regions, they are critical to reassuring other nations' delegations that the State Department is sensitive to their approach.

"Every country looks at issues through its own pair of glasses," said Ambassador Gerald Scott, whose regional focus is Africa.

This year, Ambassador Richard Erdman, who served as an area advisor focusing on the Middle East, led the United States and at least 37 other nations' delegations in a walkout of Iranian President Ahmadinejad's speech accusing the United States of orchestrating the Sept. 11, 2001, terrorist attacks. Because of a similar walkout last year, said Erdman, "We knew something could happen, so we were prepared."

The UNGA support operation relies on the dedication and hard work of the USUN team and the Office of International

Conferences, which allocates a major portion of its budget to each year's UNGA for such expenses as salaries for support staff and travel, per diem and housing for ELOs, delegates and advisors.

"Housing is secured well in advance and planning for this year's UNGA 65 began during UNGA 64," said Jennifer Johnson, general services officer at USUN. The GSO also provides credentials for the U.S. delegation, handles the procurements for meetings and press briefing and arranges audio-visual support.

Complexity Added

Last year's preparations were greatly complicated by USUN's move to a new facility, which did not occur until mid-August, weeks before the arrival of the U.S. delegation.

The move, said Johnson, required the GSO to set up computers, workstations, printers and Blackberries for up to 225 people, depending on the presence of the U.S. delegation, and handle the logistics of moving and consolidating offices.

Working at USUN during the UNGA is an intense and exceptionally rewarding experience, and all mission staff operate in high gear until the end of December. Then, they get a short break before heading out to a new post or returning to start planning for next year's UNGA. ■

The author is an intern in the Office of International Conferences of the Bureau of International Organizations.

Broad Connections

Online tool supports IIP Webcasting /// By Mark Betka

Pronounced “connects,” CO.NX is an online tool for Web conferencing that got its first large-scale use by the Department in 2009, generating what the *New York Times* said were “tens of thousands of words of comment ... seemingly from nearly every country of earth, almost all of them positive.”

That effort—a Webcast of President Barack Obama’s Cairo speech—cost \$123.11 in Facebook advertisements but yielded 18,000 comments and questions from 3,900 people in more than 50 countries. CO.NX has since been used by the Department in more than 1,000 Webcasts involving 100 countries.

Based in the Bureau of International Information Programs’ Office of Global

Digital Programs, CO.NX supported another 2009 Webcast in which more than 10,000 Chinese citizens watched President Obama’s Shanghai address on Internet freedom. Of the event’s several online viewing portals, only IIP’s let guests register their thoughts in Chinese or English before, during and after the speech. Thousands of comments and questions poured in over a 48-hour period.

New Engagement

CO.NX is based on the Adobe Connect off-the-shelf Web conferencing platform and represents a new way to engage, inform and listen to world audiences, IIP said. It supports low-bandwidth text-based Webchats for places

like Afghanistan and Pakistan and high-quality global video Webcasts. Via Adobe Connect, users can launch a discussion from anywhere and communicate with hundreds of people or just two or three, all from a single computer and without special software. The Web-based tool is portable, meaning the guest, host and audience can be anywhere in the world as they convene online.

For instance, a group of 15 guests at a post’s information resource center could talk with a U.S. expert who is thousands of miles away, as was the case in Iraq in 2009 when the

CO.NX team worked with the post to bring a small group of Iraqi women artisans in contact with marketing specialists in Connecticut to discuss product development and sales.

IIP’s Office of Innovative

Engagement uses CO.NX for its bi-weekly “Ask the Experts” sessions on new media topics, and the interagency community uses it for weekly

Interagency Strategic

Communicators discussions. The Bureau of Educational and Cultural Affairs uses CO.NX to conduct sessions for teachers of English. In the first session, 500 teachers joined online.



CO.NX Program Coordinator Kristin Lundberg, right, and IIP Africa Policy Officer Caitlin Bergin confer on responding to a question from a Webchat participant.

CO.NX producers tailor their programs to the audience's needs, and program hosts can mix and match a variety of interactive elements to make the session engaging, entertaining and informative.

The system allows text-only Webchats in 12 languages, audio-only sessions, video question-and-answer sessions and streamed Webcasts in which viewers can discuss the event with others. It also supports PowerPoint presentations, live polling, quizzes and music files.

The CO.NX team uses social media to multiply the ways it reaches audiences and markets upcoming sessions.

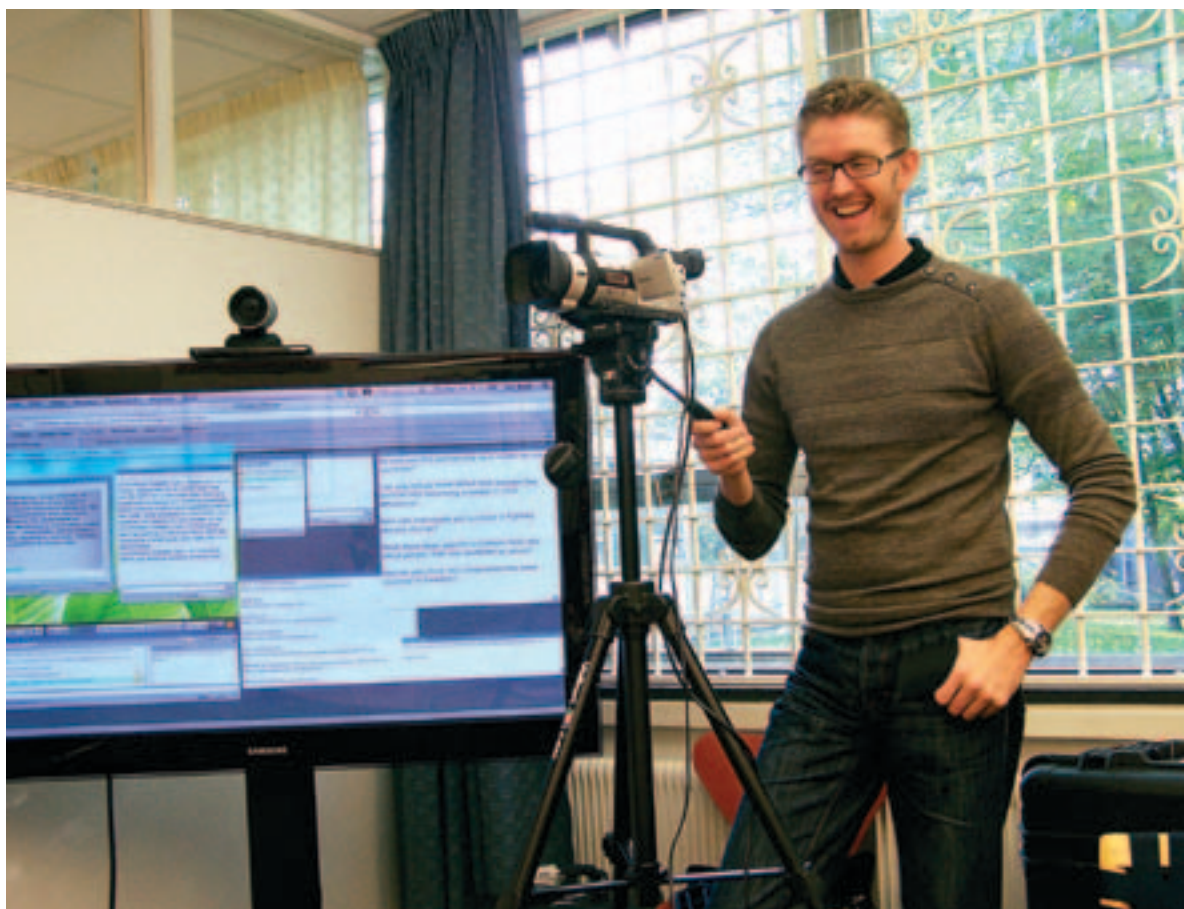
"Our Facebook community includes more than 110,000 fans from around the world, and we also maintain active profiles with Twitter, LinkedIn and Yammer," said Melinda Davis, CO.NX new media coordinator.

Expanded Involvement

CO.NX can be used to expand involvement in an event. For instance, when it streamed a Webchat about mobile technology and women's empowerment, some viewers attended the discussion between Ambassador Melanne Verwee and a professor from Johns Hopkins University in the CO.NX virtual meeting room. Others joined the live stream offered on the CO.NX Facebook page.

As the program continued, those online commented on status updates posted by the CO.NX team, and other viewers selected links to learn more about the discussion or submitted questions and viewed live photos from the studio taken during the program.

IIP said Adobe Connect doesn't require complicated technical equipment and is fully compatible with the Department's videoconferencing infrastructure. The CO.NX team trains and assists posts in creating online diplomacy programs, doing so remotely or in person, and IIP provides online customer service to colleagues in the field.



Above: Phillip Holten, an assistant at the Information Resource Center at the U.S. Embassy in Copenhagen, gets hands-on video experience. **Below:** Attendees view a CO.NX Webcast on women's empowerment held at the U.S. Embassy in La Paz.

Users seem delighted. An information resource center director in Lima, Peru, Alfredo Giraldo, said CO.NX represents a "new window of opportunities to reach places and audiences that we haven't reached before."

CO.NX has let the U.S. Embassy in Kyiv, Ukraine, link audiences throughout Ukraine with the embassy and other sites, and let visiting American university administrators link with the five EducationUSA advising centers outside Kyiv, said Tim Standaert, assistant cultural affairs officer.

"We set up a conversation on Islam and tolerance involving student groups in Kyiv, a largely Crimean Tatar group in Crimea and a Fulbright alumna," he said.

"CO.NX Webchats are easy



additions to augment our PD outreach and the [IIP staff] is always willing to work with our time constraints and technological limitations," said Sheila Weir, information resource officer at the U.S. Embassy in Nairobi, Kenya.

More information on CO.NX

is on its Facebook page, <http://bit.ly/CONXfacebook>; in its online newsletter, <http://bit.ly/CONXupdate>; and on Diplopedia at <http://bit.ly/CONXdiplopedia>. ■

The author is the CO.NX program manager.

Ambassador to Spain Alan Solomont, far left, and spouse Susan Solomont, center in yellow, help children plant tomatoes as Sarah Genton, CLO coordinator at the U.S. Embassy in Madrid, looks on at far right during an Earth Day 2010 gardening event.



CLO-ing Well

The Community Liaison Office program has come a long way from the single position in Dar es Salaam in 1977. Today, there are more than 200 CLOs, and the position, which supports employees and family members overseas, has moved beyond just doing event planning and community liaison to providing crisis management and support, education and employment liaison, guidance and referral, and information and resource management.

CLOs also provide the reports and information used by bidders and newly assigned personnel. These publications

include the Family Member Employment Report, Child Care Report and Overseas School Summary Report. CLOs also update the information on the Post Info to Go Web site and at the Overseas Briefing Center.

The important role of the CLO was emphasized by Ambassador Steve Browning, principal deputy assistant secretary for Human Resources, at a CLO training program in March 2010: "You don't get a second chance at a first impression, and that's why the CLO is critical in helping people have a smooth entry."

Warm Welcomes

CLOs provide welcome, orientation and sponsor programs at post, aiding the new arrival's transition, especially for those on their first overseas assignment. CLOs also often produce the post newsletter, the primary means of sharing information at post.

CLOs identify needs and respond with programming, information, resources and referrals. They also advocate for employees and family members, advise post management on quality-of-life issues and recommend family-friendly post policies.

Community liaison offices change with times /// *By Lycia Coble Sibilla*



Above: Rebecca Ranshaw, right, CLO coordinator at the U.S. Embassy in Santo Domingo, assists evacuees from the Haitian earthquake. **Right:** The author, second from right, gathers with the CLO team from the U.S. Embassy in Bangkok.



CLOs also serve on the post's emergency action committee and conduct workshops on personal preparedness and security with the regional security office. After the 2010 earthquake in Haiti, a co-CLO coordinator in Port-au-Prince, Haiti, worked in the Family Liaison Office in Washington, D.C., assisting with the evacuation. That CLO then continued to serve the community by publishing the community newsletter and helping organize town hall meetings and digital videoconferences.

More than 30 CLOs worldwide sent donations or coordinated events to support the Foreign Service National Emergency Relief Fund's special appeal for the survivors in Haiti, which raised more than \$30,000.

As unaccompanied tours have increased, CLOs are providing information and support to employees and family members before, during and after such assignments. Especially important is CLO outreach to the families that remain at post after an employee begins his or her assignment in Afghanistan or Iraq. The CLOs step in to see that those families remain active, connected and supported.

Widely Used

More than 200 posts, including such unaccompanied posts as Baghdad, Kabul and Islamabad, offer a CLO program. The CLO program is a mandatory service of the International Cooperative Administrative Support Services System, which provides

multi-agency funding for post programs and services.

Other nations, including the United Kingdom, Canada, Australia, France and Germany, have CLOs that are modeled on the U.S. program.

CLOs are generally staffed by an American Eligible Family Member. The CLO program accounts for more than 13 percent of all positions, more than 350 out of 2,708, filled by family members working inside our missions. When there is no AEFM available, posts can receive limited CLO services from locally hired individuals, including non-U.S. citizen spouses.

Often, the CLO offers the highest-paid and most professional position available to a family member overseas. Many CLOs find the career to be portable to new posts; some have served three or four times, and one, Susanne Turner, has served five times, in Minsk, Belarus; Vienna; Bishkek, Kyrgyzstan; Zagreb, Croatia; and Belgrade, Serbia.

Unique Issues

Turner said each post differed in its issues, difficulties and challenges, and she tailored the CLO program accordingly. She said a favorite posting was Kyrgyzstan.

"I started the CLO position at a very difficult time, just after our small embassy had gone through an authorized departure, during which many eligible family members departed and some decided not to return." She said her

two-person office faced multiple challenges, including increased security restrictions that affected morale and activity planning.

Turner won the 2004 M. Juanita Guess award of the American Foreign Service Association, which features a \$2,500 prize and a certificate. The annual award goes to the CLO who best demonstrates outstanding leadership, dedication, initiative or imagination. FLO then recognizes the winner as CLO of the Year. (For information or to make a nomination, contact Perri Green at 202-338-4045 ext. 521 or via e-mail at green@afsa.org.)

Many CLOs have become Foreign Service generalists and specialists or joined federal agencies as Civil Service employees. In fact, 13 former CLOs now work in the Family Liaison Office, which manages the CLO program. They include Leslie Brant Teixeira, the director, and Susan Frost, the deputy director.

Sometimes, being a CLO is a family affair. At least two sets of mothers and daughters have served as CLOs, though none have done so simultaneously, and two domestic partners have been hired as CLOs, as have two sisters-in-law. Once a job predominately filled by a female spouse, today there are 18 male CLOs, 7 percent of the total. ■

The author is the CLO program officer in the Family Liaison Office and served as CLO in Copenhagen and Havana.



The embassy's Foreign Commercial Service team and other mission personnel gather below a banner welcoming the executives to Baghdad.

Open for Business

Iraq is open for business, Ambassador James F. Jeffrey told a group of 20 U.S. executives who joined Under Secretary of Commerce for International Trade Francisco Sánchez on a five-day visit to Baghdad in October.

This was the Department of Commerce's first trade mission to Baghdad, and it showcased large, medium and small U.S. companies from such sectors as aerospace, construction, engineering, logistics, telecommunications, transportation and security.

The trade mission supported President Barack Obama's National Export Initiative, which aims to double U.S. exports in five years, especially among small businesses, which comprised more than half of the companies on the tour.

The trade mission also supported the U.S.-Iraq Strategic Framework Agreement's goal of ensuring a sustainable and enduring bilateral relationship.

"This is an important moment in the history of our two nations," said Under Secretary Sánchez. "The Department of Commerce and the entire U.S. government remain committed to helping U.S. companies do business in Iraq and supporting Iraq as it develops its economy."

Sales Leads

The commercial section of the U.S. Embassy in Baghdad set up more than 200 business-to-business and 50 business-to-government matchmaking meetings for the delegation, focusing on the procurement

representatives of the Iraqi government. These interactions produced dozens of concrete trade leads.

"There is huge potential for further U.S.-Iraqi business in a wide range of sectors," said Commercial Counselor Brian McCleary.

In a bilateral plenary session, members of the trade delegation met high-ranking Iraqi officials, including a deputy prime minister and the chairman of the National Investment Commission, who urged the executives to invest in Iraq and partner with local firms as the country rebuilds its economy.

"Iraq offers a vast array of business opportunities for your firms in many industries," Ambassador Jeffrey told the executives.

U.S. execs seek opportunities in Iraq /// *By Richard C. Michaels*

Ambassador's Reception

Ambassador Jeffrey hosted a reception at his residence—attended by nearly 250 guests, including Iraqi ministers, elected officials, private sector contacts and international and American executives—to “let businesspeople do business.”

While the visitors focused on forging new business relationships, the embassy's commercial and economic sections coordinated behind-the-scenes logistics for the mission, which involved more than 70 employees from agencies across Mission Iraq.

Jeffrey said the embassy team made the visit a “gold standard” success.

U.S. government trade missions do not often venture to posts like the U.S. Embassy in Baghdad, and this one called for innovative solutions addressing such matters as security. For example, the customary on-arrival meet-and-greet event took on a whole new dimension because mission personnel are generally prohibited from using the commercial terminal at Baghdad International Airport. So the Department of Transportation representatives at the embassy, who train and advise Iraqi aviation professionals, obtained permissions from various airport authorities to allow embassy site officers to enter the terminal.

Furthermore, Baghdad-based Department of Homeland Security officials met the visitors as they arrived to facilitate entry through what is sometimes an anxiety-inducing customs system. A regional security office team moved the delegation from baggage claim to the United States Forces—Iraq base adjacent to the airport for transfer to the U.S. Embassy.

With meeting space at a premium on mission premises, the embassy partnered with its USF-I colleagues to use conference facilities at a forward operating base across from the embassy, another first. The mission also organized a caravan of buses to shuttle Iraqi guests to business-partnering meetings and the plenary session.

Wide Coverage

Throughout the visit, the public affairs section conveyed the trade mission's commercial message to the widest possible audience among Arabic- and English-language news outlets. Press officers shuttled dozens of Iraqi and Western journalists into the International Zone, cleared sophisticated electronic equipment through stringent security checks and coordinated simultaneous translations. The result was widespread local and international coverage. A cable television network's business news team even accompanied the traveling party, filming a special report for U.S. broadcast.



Above: Ambassador to Iraq James F. Jeffrey tells trade mission participants of business opportunities in Iraq. **Below:** Commerce Under Secretary Francisco Sanchez meets with Ambassador Jeffrey.



The trade mission was a valuable window into Iraq for U.S. businesses. One executive from New York-based Omnitrans Corporation said “the mission demonstrated the enormous business opportunities in Iraq—especially for U.S. companies and exporters.” Omnitrans is ready to partner with an Iraqi firm to commence shipment services. Meanwhile, a transportation services company's representative said the mission was an “intensive learning program” that afforded the opportunity to meet several Iraqi government officials for the first time. As a direct result, the company said it has received numerous calls, e-mails and invitations for follow-up meetings.

“The embassy seems very daunting from the outside, but opening the doors makes us realize that our government can work for us,” that executive said. ■

The author is an economic officer at the U.S. Embassy in Baghdad.



Rhythm Road

American music brings diplomacy 'down to earth'

/// By Elizabeth Murphy and Melissa Jarrett

"Any musician will tell you we all share a special bond, no matter what part of the world we are from or what kind of music we play," says musician Brian Glassman. A member of the Johnny Rodgers Band, Glassman is one of

40 American musicians touring the world as part of the 2010 Rhythm Road: American Music Abroad program.

Rhythm Road tours are packed with performances, master classes, jam sessions and media interviews that reach beyond cultural barriers and share the excellence and diversity of the American music community with foreign musicians, educators and audiences. Every moment on a Rhythm Road tour is a chance for cultural diplomacy to flourish—as the Johnny Rodgers Band discovered when a quick rehearsal in their hotel turned unexpectedly into a full-on jam session with local musicians.

Since launching the program in 2005, the Bureau of Educational and Cultural Affairs, in partnership with Jazz at Lincoln Center,

has sent 150 musicians from 39 ensembles to more than 100 countries. Embassies carefully craft programs to maximize the visiting group's ability to interact with audiences.

New Experiences

These audiences rarely get to experience American culture firsthand. In a segment shown on the network TV show *CBS Sunday Morning*, a Syrian teen who had little previous contact with Americans responded to a lively hip-hop performance by saying the performers were "very down to earth [and] nothing like



PHOTOGRAPHS (CLOCKWISE FROM ABOVE) U.S. EMBASSY IN MONROVIA; FOTOLIA; U.S. EMBASSY IN LA PAZ; U.S. EMBASSY TEGUCIGALPA; CHEN LO AND THE LIBERATION FAMILY



Clockwise from left: The group Turning Pointe mingles with the community following a workshop in Liberia; New York City hosts program auditions this month; the group Student Loan meets with local musicians in Bolivia; at left, Tim Armacost of the group Paul Beaudry & Pathways leads a trumpet workshop in rural Honduras; Hip-hop performer Chen Lo sings in Jordan.



anyone ever says about Americans.”

The Rhythm Road evolved from the well-known Jazz Ambassadors program, which featured such legends as Dizzy Gillespie, Duke Ellington and Louis Armstrong. The Rhythm Road includes a wider array of traditional American musical styles—not just jazz, but also urban/hip-hop, blues, bluegrass,

Cajun, gospel, zydeco and country. Bands apply to become part of the program through competitive auditions.

On that *CBS Sunday Morning* program, Secretary of State Hillary Rodham Clinton said, “America is hip-hop. And so is jazz and so is every other form of music with American roots that tell a story ... There are certainly times when music conveys American values better than a speech.”

Audiences have enthusiastically embraced these different genres. The group Chen Lo and the Liberation Family, for instance,

brought hip-hop to young audiences in the Near East and was a resounding success.

“Hip-hop is truly universal... Morocco, we love you as you love hip-hop,” wrote the group’s bassist in a post-show note. The gospel group Oscar Williams Jr. and Perfected Praise was a hit with audiences in Lebanon, where it proved music is a common language bridging cultures and promoting understanding across various faiths and backgrounds.

Challenging Conditions

Rhythm Road musicians often perform under challenging conditions and must keep their sense of humor throughout inevitable last-minute changes. From bursting water pipes that flood workshop venues to unreliable electric systems and long and bumpy rides to remote villages, the groups face unusual challenges as they travel to locations few Americans ever see. Adaptability, communication skills and a willingness to reach out to people of all backgrounds and ages are important factors in the selection process, and the musicians continue to rise to the occasion.

For instance, the group Paul Beaudry and Pathways at one point conducted a successful workshop for young trumpet players in rural Honduras—even though no one in the band plays trumpet. In Fiji, the Johnny Rodgers Band turned a power outage that threatened an entire show into a triumph when their scaled-down acoustic set allowed a local choir to join the program.

The musicians are often deeply affected by their experiences—musically and personally. The group Turning Pointe was so moved by its time in the Republic of the Congo that it volunteered to distribute food at a refugee camp. Rhythm Road musicians consistently demonstrate America’s can-do spirit and facilitate cross-cultural exchanges.

To reach even broader audiences, the program’s participants have become active bloggers. From the Eli Yamin Blues Band’s glimpses into challenges in post-earthquake Chile to Chen Lo’s informal updates from the Near East, these blog reports take readers behind the scenes on Rhythm Road tours. As Chen Lo’s Baassik wrote just after a show, “There were b-boys and b-girls breaking, locking and just going crazy. I am loving this!! It is amazing to see them dance like in Brooklyn, the Bronx... Just the faces look a little different.”

The Rhythm Road team is also exploring Webcast capability through the Bureau of International Information Programs’ CO.NX platform. Initial results have been promising.

More than 110 quartets applied for the 2011–2012 season of the Rhythm Road, and auditions are being held in New York this month and, for the first time, also in New Orleans. The 2011 touring season will be announced Jan. 28, and tours will begin in April. For more information on the Rhythm Road, visit <http://exchanges.state.gov/cultural/rhythm.html>. ■

Melissa Jarrett is the Rhythm Road program officer and Elizabeth Murphy is the cultural outreach officer in ECA’s Cultural Programs Division.





Post of the Month

TOHANN



Post of many facets covers a city of
exceptional contrasts /// *By Will Steuer*

ESBURG





Above left: Blooming jacaranda trees cast shadows on this quiet residential street. **Above right:** Consular Associate Mike Crissman and his daughter Isabelle get acquainted with a young giraffe. **Below:** DCM Helen LaLime dedicates the new Consulate General.



Johannesburg, known as the “City of Gold” due to the metal’s discovery there in 1886, is South Africa’s economic and industrial hub, boasting the fourth largest economy on the continent.

Johannesburg is a city of exceptional contrasts. Street vendors hawk their wares near the Johannesburg Stock Exchange, and desperately poor “informal settlements” are only a few miles from the wealthy northern suburb of Sandton. Impoverished schools stand in the shadow of renowned universities while workers queue for overcrowded mini-bus taxis outside the entrance to Africa’s only state-of-the-art rapid train system.

The U.S. Consulate General in Johannesburg nimbly navigates these cultural contradictions daily, partly because the post is itself a bit of a contradiction. The consular office is the largest among the four posts in Mission South Africa, including the embassy. Although there are no political officers at the consulate general, its reporting on labor issues is some of the strongest in the Department.

Johannesburg is hundreds of kilometers from the sea, but the Customs and Border Protection attaché assigned to the consulate general manages the mission’s port security initiatives. Most management support is provided by the U.S. Embassy in Pretoria, while the consulate general’s management office focuses on supporting the post’s burgeoning conferencing role. Although the mission’s main public diplomacy office is in the capital, South Africa’s primary media outlets are in Johannesburg.

The consulate general opened in 1952 with a multicultural staff. Although local laws enforced the apartheid system of racial separation which lasted to 1994, the consulate general pioneered in showing that multicultural and multiethnic pluralism was feasible and desirable.

As Johannesburg has changed so has the consulate general, which expanded and relocated several times. Its operations spread to four locations around the city: The main building was in a wealthy suburb, the public diplomacy section was in the central business district, the Rosa Parks library was in the township of Soweto and the Foreign Commercial Service was near the Sandton business district. This made it difficult to coordinate programs and activities.

In 2009, all offices moved into a consolidated, new compound in Sandton, the main business suburb of the city.

Many Facets

The consulate general’s work has many facets. The Rosa Parks library, managed by the public affairs section, is as popular and effective a tool of public diplomacy now as it was during the apartheid years when it was the only source of free political information available to the citizens of Soweto.

The consular section issues more than 30,000 visas a year. Thanks to the use of technology, applicants generally spend less than one hour in the building rather than all morning, as in the past. The thriving President’s Emergency Plan for AIDS Relief-funded community grants program issues almost \$1 million in small grants to projects that benefit women, children and other vulnerable sectors of society affected by HIV/AIDS.

The new U.S. Consulate General has a prestigious address: No. 1, Sandton Drive
Below: Consular Officer Chelsia Hetrick and her husband Eric show their colors at the consulate general's viewing of the U.S.-Slovenia World Cup match.



Post of the Month



Above: General Services Officer Miguel Danzot ushers his daughters through the consulate general's Haunted House. **Left:** Vice President Joe Biden mingles with consulate general employees Keshni Knaikcer and Ryan Blumenow. **Below:** Consular Officer Wendy Kennedy mimics the welcome sign at a South African border facility.



Representatives of the regional security office lecture on document fraud at the International Law Enforcement Academy and chair the country's Overseas Security Advisory Council, which includes representatives of more than 65 U.S. businesses and their South African subsidiaries. The consulate general has become the continent's destination of choice for regional conferences and training, with a dozen major events hosted during the building's first year of operation.

Other U.S. agencies have made equally exciting contributions to the mission's conduct of diplomacy in South Africa and the region. Among them:

- The representative of the International Broadcasting Board of Governors successfully negotiated, and IBB launched, a 24-hour FM transmission in Hargeza, Somaliland;
- Customs and Border Protection helped bring new security initiatives to South Africa's ports;
- The Citizen Immigration Services attaché interviewed almost 500 refugee families from the region for resettlement to the United States;
- The Foreign Commercial Service in the past year had 150 export successes totaling more than \$150 million and is expanding bilateral trade;
- The U.S. Trade and Development Agency became a strong advocate for clean energy initiatives in the region; and
- The Transportation Safety Administration attaché within days of arrival signed a memorandum of understanding with the government of South Africa allowing U.S. air marshals on U.S. carriers flying into the country.

Last year's World Cup football (soccer) tournament held its opening and closing ceremonies and several key matches in Johannesburg stadiums. Many U.S. citizens attended, and each consulate general section supported the mission's World Cup activities. Consular teams helped Americans in distress, Customs and Border Protection representatives helped the host government prepare for the unprecedented increases in passenger and cargo movement, and local staff brushed elbows with John Travolta and Shakira while on breaks from working in the control room for Vice President Biden's visit.

The consulate general even hosted a viewing party of the U.S.-Slovenia match for more than 300 key contacts, turning the building's central atrium into a "fan park." Consulate General Johannesburg staff can now add sports diplomacy to its list of accomplishments.



Two giraffes amble down a road as a zebra looks on. **Below:** Human Resources Assistant Laurence Moisa, standing, and Motorpool Supervisor Levison Radebe staff the vice presidential control room during the World Cup.



Post of the Month



Regional Security Officer Karen Riley and daughter Lizzie enjoy the scenery in the Drakensberg Mountains. **Below:** Cultural Affairs Assistant Pam Mfobo enjoys a moment with U.S. World Cup soccer team striker Landon Donovan at a practice match.



PHOTOGRAPHS (ABOVE) MIKE CRISSMAN (OPPOSITE PAGE), MEL MAY

Friendly Natives

Johannesburg lends itself to a fast-paced, metropolitan lifestyle and South Africans from all walks of life are extremely friendly and approachable. Almost everyone speaks English, but learning a few words of greeting in one of South Africa's 11 official languages helps break down barriers. Citizens are proud of their country and eager to share their knowledge of it.

Because the post is small, all members of its community participate in official representation events, from art exhibits to political lectures. Several thousand South African contacts are entertained annually at consulate general functions.

Johannesburg and its environs have many attractions, too. Once known principally for mining, South Africa is becoming internationally recognized for its architecture, art, design, fashion and music. The city boasts theaters, orchestras, museums and galleries equal to those of many American cities. Its shopping malls are world-class, and cinemas show first-run American and art-house movies. The gaming industry has boomed in recent years, and casinos are attached to many amusement parks and theater complexes.

Rugby, soccer and cricket matches are well attended by Americans, who adapt quickly to the local version of tailgate parties. Fishermen enjoy world-class trout fishing a few hours from Johannesburg, and hikers can take in breathtaking vistas. There is even a ski resort, near the border with Lesotho.

Families with school-age children should know that the American School of Johannesburg is one of the best U.S.-sponsored schools in Africa. Academic opportunities are also available for adults. Lectures at think tanks are often open to the public, and sessions at the University of Witwatersrand's Origins Center are popular,



Regional Consular Officer Kent May and his family get some hands-on experience at a leopard reserve.

especially since the 2010 discovery of a new hominid species more than 2 million years old. The discovery was made at the Cradle of Humankind, a UNESCO World Heritage Site that is an easy one-hour drive from the city. Consulate general staff received a sneak preview of this fascinating discovery before it was announced—another perk of being on the scene.

South Africa's wild game parks are another diversion, and trips can range from week-long getaways to half-day excursions. The famous Lion Park, popular for *National Geographic* documentary filming, is 30 minutes from Sandton and lets visitors play with lion cubs and feed giraffes. ■

The author is the management officer at the U.S. Consulate General in Johannesburg.

At a Glance >>>

South Africa



Capital: Pretoria

Government type: Parliamentary democracy

Area: 1,219,090 sq. km.

Comparative area: Slightly less than twice the size of Texas

Population: 49.1 million

Languages: Afrikaans, English, isiNdebele, isiXhosa, isiZulu, Sepedi, Sesotho, Setswana, siSwati, Tshivenda and Xitsonga (all official)

Export commodities: Gold, diamonds and platinum

Export partners: China, United States and Japan

Import commodities: Machinery, chemicals and petroleum products

Import partners: China, Germany and the United States

Currency (code): Rand (ZAR)

Internet country code: .sa

Source: Country Background Notes

A close-up photograph of a man in a dark blue suit, light blue shirt, and orange and blue striped tie. He is reaching out his right hand towards the camera, palm facing up. The background is plain white.

Experience Tells

New FSOs have prestigious
work backgrounds

By Ed Warner

Those who think each cadre of entering Foreign Service officers and specialists has always been impressive should take a look some of this year's new hires. They include former managers from eBay and Charles Schwab, the founder of a major nongovernmental organization in India, a former deputy associate administrator for the Environmental Protection Agency and an ex-New Mexico state legislator.

These officers reflect how the Foreign Service is attracting those with more advanced degrees and more experience, often from the business world. One reason may be the nation's current economic downturn, but it is also due to the Diplomacy 3.0 hiring initiative, which is boosting the number of officers and specialists and focusing on those who can serve in such areas as management and information technology.

Educated, Experienced

Data from the Office of Resource Management Analysis in the Bureau of Human Resources show an increase between 2005 and 2010 of 6 percentage points in the level of those holding master's degrees (to 55 percent). The data also show a three point spike, compared to the 2005 data, in the percentage of those entering at ages 28 and 29. A full 18 percent of the entire 2010 group is in the 28–29 age range; the 2005 equivalent was 11 percent.

Several new entrants have far greater experience—and are far older. Former New Mexico legislator Bob Perls is 52. While serving two terms in the legislature, Perls also ran a medical technology company, which he founded and operated for 25 years.

"Politics and entrepreneurship require the ability to pull together a team, synthesize complex information and produce a simple, easy-to-communicate solution. They also require tenacity and a tough skin," said Perls, who is headed to a consular posting in Germany. He spent 38 weeks learning German, which he termed "one of the hardest things I have ever tried to do."

If the mandatory retirement age is not raised above the current 65, Perls believes he will have time for five tours.

"How convenient that there are five cones," he said, asserting that he's got the experience to serve in all of them.

Mark Templer, now a science and technology officer at the U.S. Embassy in New Delhi, also has 25 years' outside experience. Templer and his wife honeymooned

in India in late 1986 and then returned a year later to form an NGO that operates six orphanages, some for those with HIV/AIDS; helps educate 10,000 children; and provides job training for nearly 10,000 young people per year. Its public health programs helped hundreds of thousands of slum-dwellers get better health care from the government, Templer said.

The Templers' NGO is now part of HOPE Worldwide, for which Templer and his wife have since launched operations in Sri Lanka, Nepal, Bangladesh, Pakistan and Afghanistan. He was the organization's South Asian director when he left.

Templer said the experience gave him fluency in Hindi and Urdu and experience in public speaking, working with Indian government officials, managing many people at multiple sites and coping with multiple stakeholders having differing agendas.

New Bidder

The ex-eBay executive, Amy Smith, (shown below) was that company's senior director for product management. In May, she's headed to the U.S. Consulate General in Jerusalem for a political-economic rotation. Joining the Foreign Service was a sort of homecoming for Smith, who studied international relations in college—but failed the Foreign Service exam in her senior year. After 15 years of working for Internet companies, gaining a master's degree in management from Stanford and spending three years as an executive in Australia, she "decided it was time to follow my original dream of being a diplomat."

Her years in business, she said, mean she "can get people in different countries and time zones to work together seamlessly, do goal-setting every quarter with complex international organizations and effectively communicate cross-culturally with marketing teams around the globe, development teams in India or security experts in Eastern Europe."

Another new FSO, Allyn Brooks-LaSure, was formerly deputy associate administrator for External Affairs and Environmental Education at the Environmental Protection



BROOKS-LASURE

Agency. He has also been senior communications director for the Save Darfur Coalition and press secretary for a U.S. senator. Brooks-LaSure (at left) is studying Arabic at the Foreign Service Institute and in July will be posted to the U.S. Embassy in Damascus, Syria, as an economic-commercial officer.

"I hope to bring a sense of perspective on how advocacy impacts policy, what motivates the Hill and on leadership and management styles," he said. "What an amazing opportunity it is to represent my country to the world."

Charles Schwab veteran Raphael Sambou—he spent nine years there as a senior manager and worked for other financial institutions—also has a master's degree in business and speaks French, having grown up in Senegal. Sambou is on a two-year economic-consular assignment at the U.S. Embassy in Niamey, Niger.

'Battle-Tested'

"Because of my prior careers, I view myself as a 'battle-tested' professional who can hit the ground running," he said.

Language experience is just one asset French speaker Sandi Dupuy brings to her new assignment. A former EPA senior attorney with a master's degree from the Massachusetts Institute of Technology, Dupuy is a program officer at the U.S. Embassy in Port-au-Prince, Haiti.

"As an ELO in Haiti I must often balance the reality of my position within the Department's hierarchy with a body of knowledge about Haiti, its economy, society and culture that exceeds that of many other ELOs," she said.

Dupuy, who wanted to be an FSO since age 12, comes by some of her knowledge about Haiti through experience. She was born there.

Other newly minted FSOs include a former Antarctic researcher and the former chief of an American news bureau in Baghdad, said Colette Marcellin, director of the Orientation Division at FSI. "I've seen amazing people walk in with fantastic experience and impressive language ability," she said.

She noted that FSI now offers an optional brown-bag session for new FSOs focusing on special concerns for second careerists. ■

The author is deputy editor of State Magazine.



SMITH



New Features

HR upgrades performance management software /// *By Amanda Haggerson*

Performance management involves setting clear performance goals early, giving and receiving thoughtful counseling and documenting accomplishments in a way that accurately and specifically describes an employee's performance and contributions. The ePerformance system, developed by the Bureau of Human Resources, assists employees in the performance management process by leveraging technology and improving employee-manager collaboration when completing performance management documents.

The ePerformance software, which is directly linked to the Department-wide Global Employment Management System, lets employees and supervisors document, review and approve all performance evaluation documents. The new self-service function of GEMS ePerformance offers improved efficiency for employees and managers with automated workflow, improved data quality and accuracy, and direct electronic deposit of performance documents into the employee's Official Performance Folder.

Track Evaluations

With ePerformance, employees can participate in and track performance evaluations online, without the inconveniences of excessive paperwork, lost documents and the time-consuming process of having to pouch and mail documents. The automated efficiency report also provides a seamless process to the Foreign Service Promotion Boards.

Use of ePerformance is now mandatory for all Civil Service and Foreign Service personnel for the 2010-2011 rating cycle except in Iraq, Afghanistan and Pakistan. Even though use of ePerformance by FS employees overseas was optional for the 2009-2010 rating cycle, 52 overseas posts had a 70 percent or higher completion rate in ePerformance for that cycle.

HR recognizes the importance and value of its partnership with ePerformance users. The bureau is also aware many employees feel ePerformance is not user-friendly. We have established

a Department-wide user's group to enhance the software's usability and have received constructive comments and suggestions on ways to improve ePerformance. We have implemented some of these suggestions, and next month HR will issue the latest enhancements to ePerformance, based on users' feedback.

Recent enhancements include:

- Employees no longer have to disable the "Smart Quotes" feature in Microsoft Word to prevent upside-down question marks (?) in ePerformance. This occurred whenever a user copied or pasted certain characters, such as quotation marks, apostrophes, dashes and bullets from Microsoft Word to ePerformance.
- Raters and reviewers can hide completed employee evaluation reports and view only current documents on the Performance Document Selection screen. An option is also available to include documents belonging to indirect employees.

Coming enhancements include:

- The proxy feature will no longer be limited to managers. An employee will be able to make another Department employee his or her proxy.
- The size of the onscreen font used in the drafting process of ePerformance, now slightly smaller than Times New Roman 12, will be increased for readability.
- Button terminology will be changed to help avoid mistakes in moving an EER through the workflow process. For instance, the "Submit" and "Return" buttons will be changed, as appropriate, to "Approve" and "Disapprove" or "Agree" and "Disagree."
- Employees will receive a warning when they are nearing the end of the space in the text box, to avoid going over characters and line-count limits.

HR continues to welcome feedback and suggestions on the capabilities of ePerformance and all of its self-service tools. Hearing from employees about their experiences using ePerformance

will allow the bureau to better serve its customers, so please send any comments and suggestions to the HR Help Desk. The bureau does not plan to make any additional changes to ePerformance until June, giving employees ample time to learn and adjust to the enhancements released in February. HR regrets that the February 2011 updates will not be completed in time for the 2010 Civil Service evaluation cycle.

Materials Online

Training resources and materials are available online now to assist all employees in every step of the performance management process in ePerformance. The ePerformance home, <http://intranet.hr.state.sbu/Workforce/PerformanceManagement/Pages/ePerformance.aspx>, has training tools and options, and past communications on the latest ePerformance updates.

All technical issues or questions, including questions on training materials or courses, may be directed to the HR Help Desk. Experienced technicians are available Monday-Friday from 7 a.m. to 6 p.m. Eastern Standard Time. HR periodically extends its Help Desk's hours of operation during the peak usage season for ePerformance and announces updated hours via ALDAC and Department Notice, if applicable.

HR continues to be committed to the success of the Department's use of ePerformance and will have all training materials updated by February 2011 to reflect the enhancements to ePerformance. These include ePerformance reference guides, job aids, Foreign Service Institute distance learning courses for Foreign Service employees, frequently asked questions, on-demand tutorials, and classroom and town hall meeting information. News of updates and enhancements to all HR self-service applications will be posted at <http://intranet.hr.state.sbu/offices/EX/Divisions/SDD/Pages/AppEnhance.aspx>. ■

The author is a senior communications consultant in the Bureau of Human Resources.



GREEN DAY

DOS spotlights environmental progress

By Justin Tang and Kira Vuille-Kowing

Since Secretary of State Hillary Rodham Clinton launched the Greening Diplomacy Initiative on Earth Day nearly two years ago, the Department has made great strides toward environmental conservation, including recycling.

The latest effort came in November when the Department, supported by the Greening Council Working Group, celebrated America Recycles Day at the Harry S Truman Building. The event focused on the Department's recycling efforts and "greening" initiatives. Among them was a partnership through which the group Soles4Souls accepted employees' donated shoes for distribution to needy adults and children worldwide. Employees also donated eyeglasses to the Lions Club and brought in batteries and cellular phones to be recycled by the Office of Facilities Management Services.

‘Significant Opportunity’

Under Secretary for Management Patrick F. Kennedy, chair of the Greening Council, urged event attendees to heighten their recycling efforts, calling America Recycles Day “a significant opportunity for the Department...to be mindful of all that we need to accomplish together.”

Artists from the Torpedo Factory, an art center based in Northern Virginia, showcased artwork made from recycled or discarded materials, including a panda bear made by Jacqueline Ehle Inglefield. Sculptor Alison Sigethy showed decorative objects made from structural glass, which cannot be recycled into new windows or bottles due to its green tint. An avid kayaker, she said she hopes to decorate a water trail along the Anacostia River with her glass sculptures.

The Diplotots childcare center displayed children’s artwork. The event also featured recycling programs by Global Publishing Solutions and the Bureau of Overseas Buildings Operations. OBO’s table showed recycled “rebar,” used in embassy construction, and “paperstone,” a material used in countertops that’s made with 100 percent recycled paper. Also shown were photovoltaic displays, which some embassies use to generate electricity from sunlight.

Under its Agency Sustainability Plan, the Department aims to divert at least half of the waste generated at domestic facilities away from landfills. Recycling will greatly contribute to this endeavor. The Department’s recycling efforts extend to all U.S. embassies and facilities. Recent overseas accomplishments include:

- The U.S. Embassy in Dushanbe has partnered with a Tajik company to recycle paper from the embassy into egg cartons for use in local markets;
- The U.S. Consulate in Surabaya has partnered with a local nongovernmental organization to teach children

arts and crafts using recyclable materials;

- The U.S. Embassy in Asunción recycles yard waste into wood chips and fertilizer, reducing water consumption and saving money; and
- The U.S. Embassy in Brazzaville recycled construction waste to help build 30 homes for local residents.

Beyond recycling, the Department has accelerated its greening and sustainability initiatives and has been recognized for these efforts. The Department is one of six federal agencies to receive top grades on the 2010 energy management, transportation management and environmental stewardship scorecards of the Office of Management and Budget. Recent Department accomplishments include:

- Improving renewable energy usage by domestic facilities to 5 percent and reducing their energy intensity by 12.6 percent,
- Increasing the portion of domestic fleet vehicles that use alternative energy fuel to 41 percent,
- Initiating Energy Savings Performance Contracts that will deploy energy and water efficiency measures, and
- Breaking ground on the Department’s newest data center, expected to receive a Leadership in Energy and Environmental Design Gold certification.

Additional accomplishments are located in the “Greening Success Stories” section of the Department’s GDI Web site <http://m.state.sbu/sites/pr/GDI/Pages/Home.aspx>. The Greening Diplomacy Initiative, led by the Greening Council, is “tapping into the energy of Department employees to deploy innovative ideas and reach important sustainability goals,” Under Secretary Kennedy said. ■

The authors are interns in the Bureau of Oceans and International Environmental and Scientific Affairs.



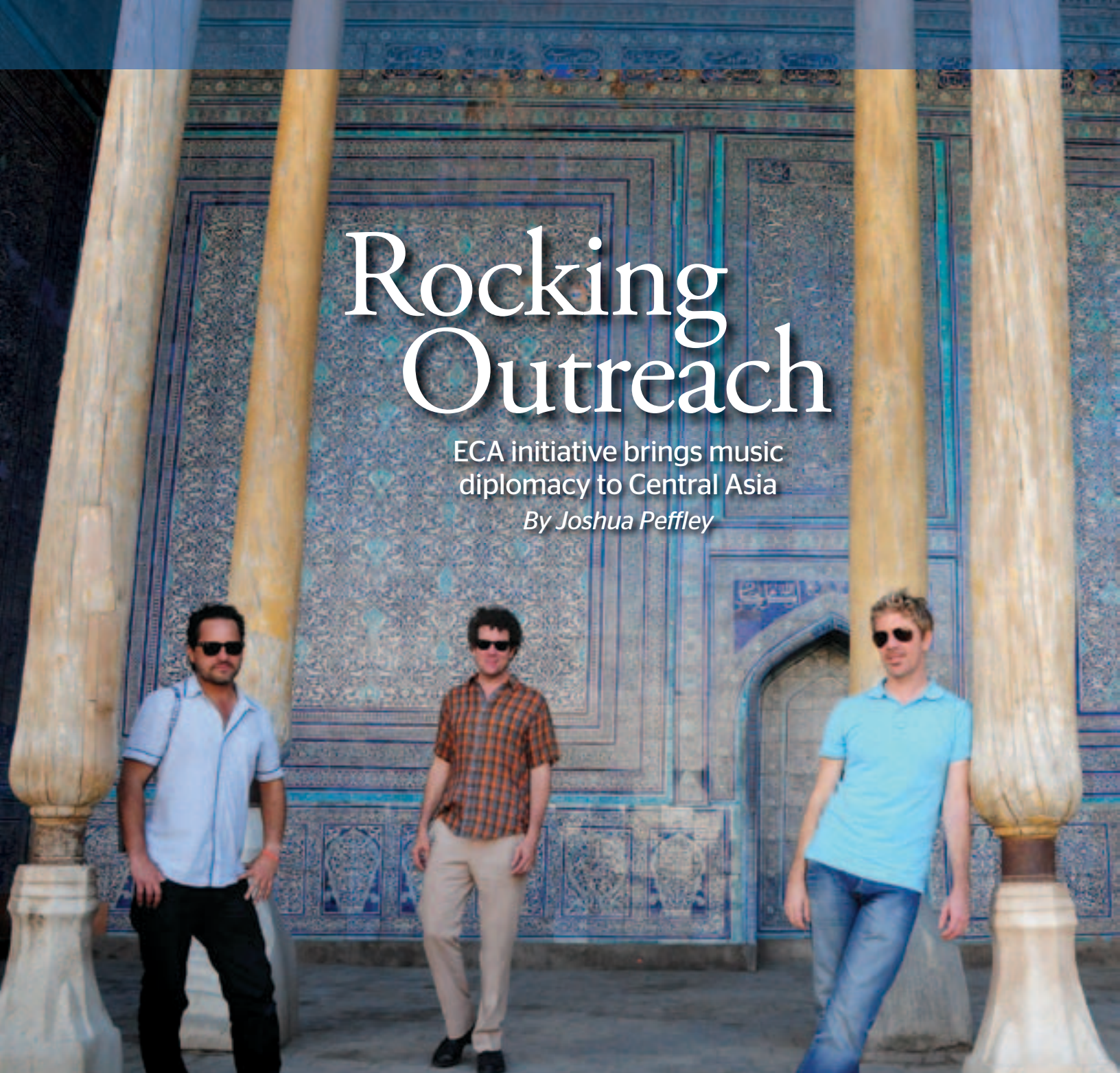
Above: Artist Jacqueline Ehle Inglefield “sews” a recycled wire object. **Below:** OBO Sustainable Design Coordinator Michelle Hurley, left, consults with OBO interior designer Danielle Lawrence at the bureau’s display at the America Recycles Day event.



Rocking Outreach

ECA initiative brings music diplomacy to Central Asia

By Joshua Peffley



PHOTOGRAPH (ABOVE) MUHAYO ALIEVA



Members of Brazzaville enjoy the shade of the mosque of Allakuli-khan on a hot September day in Khiva's old city. From left are David Rallicke, Kenneth Lyon, David Brown and Matthew DeMerritt.

Audiences across Uzbekistan and Central Asia recently enjoyed the music of Brazzaville, an American alternative rock and bossa nova fusion band that performed four concerts in Uzbekistan and others in Kazakhstan, Turkmenistan, Azerbaijan and Armenia.

In Uzbekistan, the band drew unprecedented audiences at a U.S. Embassy-sponsored event. Significantly, the government of Uzbekistan supported the tour, and multiple public-private partnerships were created.

The tour began as a wishful e-mail from a young Uzbek fan named Kamola Atajanova to the band's founder and lead singer, David Brown. "My friends said I was crazy when I told them about the e-mail," said Atajanova.

Brown said he gave his standard response: "If you can get someone to promote us, we'll come." Atajanova then asked the public affairs section of the U.S. Embassy in Tashkent about sponsoring Brazzaville, but Sardor Djurabaev, the embassy's alumni coordinator, realized the cost would be too high. So, he turned to Public Affairs Officer Molly Stephenson and Cultural Affairs Officer Carrie Lee, who suggested funding the tour via the Performing Arts Initiative.

Initiative's Support

The Bureau of Educational and Cultural Affairs initiative aims to foster

goodwill, provide insight into American culture and values, and showcase American talent to foreign audiences, particularly those not typically exposed to such performances. Lee arranged a tour of Central Asia in conjunction with her counterparts at U.S. embassies in Kazakhstan, Turkmenistan and Tajikistan that met these requirements.

The proposal was ready for submission when one embassy withdrew, creating a gap at the tour's midway point. Lee said the organizers "e-mailed every counterpart in the region and frantically asked, 'Would you like to host a band during this particular week?'" U.S. embassies in Azerbaijan and Armenia accepted, and the tour was set for August and September 2010.

On Sept. 6, the band arrived in Uzbekistan and performed in the historic desert city of Khiva, on the ancient Silk Road. Cultural Assistant Muhayo Alieva, who arranged the tour in Uzbekistan, said, "The band thought the schedule was crazy, but I convinced them they had to see Khiva."

They were not disappointed. Brown said the concert, performed against the backdrop of a setting sun and the famous Kalta Minor minaret, was unforgettable and that Khiva and the ancient city of Samarkand were the highlights of the tour.





Embassy Cultural Assistant Muhayo Alieva, center, stands with members of Brazzaville before Samarkand's Registan Ensemble in September.

The band also performed in the mountain village of Charvak, the Silk Road city of Samarkand and the capital city of Tashkent. The concerts drew enthusiastic young crowds, including many who do not normally attend embassy programs. Two of the events drew 3,000 people each. At every concert, an embassy representative provided information on embassy activities, including a quarterly newsletter, and concert programs printed in three languages.

The Embassy Tashkent public affairs section said the tour was a major success in a country where embassy cultural and educational outreach is routinely

discouraged, delayed or denied by the Uzbek government.

Public-Private Effort

The tour's success was due in part to the support from public and private entities and refreshing cooperation from local and regional governments. Six public-private partnerships supported everything from advertising to supplying water. The National Paralympics Association sponsored the concert in Charvak, and the man honored as People's Artist of Uzbekistan and Tajikistan, Mardon Mavlonov, sponsored the Samarkand event.

Alieva, who coordinated the sponsors and negotiated with the authorities, said the situation wasn't ideal, but everyone involved was flexible and some amazing things happened on the tour.

Brazzaville filled some of the largest outdoor venues in the country and fostered goodwill among local government officials. "The mayor of Khiva was great. He even invited the band to dinner after the performance," said Alieva. The band also jammed with local musicians late into the night. During the concerts, local musicians performed with Brazzaville using traditional Uzbek instruments like the doira, gidjak and dutar, uniting two cultures through music.

"Even though it was hectic and difficult, it was a great experience," Djurabaev said. "It took a long time and did not happen the way we expected, but actually turned out better. People were immediately asking, 'Who's next?'"

Media Outreach

The embassy's outreach to more than 300 media contacts ensured that print, television and Internet outlets covered the tour. Positive reports appeared in state-run and independent media, and the Web site fergana.ru posted the first video coverage of an embassy event by a local media outlet.

It all began with a loyal fan's dream. But what made the tour really happen was the support of a dedicated group of Foreign Service officers and Locally Employed Staff from five different U.S. embassies.

Thousands of Central Asian and Caucasian concertgoers enjoyed the result. ■

The author is a public affairs assistant the U.S. Embassy in Tashkent.

FSI Web Page

Find everything you need to about FSI and its training opportunities at <http://fsi.state.gov/>. This site is constantly updated to give you just-in-time information on services such as:

- Online Catalog: Up-to-the-minute course schedules and offerings from live classroom training to distance learning;
- Online Registration System: Submit your training application for classroom, distance learning and even External Training, using the Online Registration link found on virtually every course description or the External Training Web page;
- Training Continua: Road maps to help you effectively plan your training for the year or beyond;
- About FSI: Get a snapshot view of FSI's history and enrollment statistics; and
- Links to training resources: View information on specific countries, language learning and testing and myriad of helpful reference materials.

For more information on all of our distance learning opportunities, visit the FSI Web site at <http://fsi.state.gov> and click on "Distance Learning."

PA459 - Protecting Personally Identifiable Information

This now-mandatory course per November 8, 2010, Department Notice, http://mmsweb.a.state.gov/asp/notices/dn_temp.asp?Notice_id=14148, is available online in the FSI LearnCenter for Department of State Foreign Service and Civil Service employees, as well as those Foreign Service Nationals who handle PII data at: <http://fsi.state.gov/admin/reg/default.asp?EventID=PA459&filterlocation=>.

PA449 – ePerformance for Civil Service

ePerformance for Civil Service automates the creation and approval of the Performance Plan and Appraisal via the Manager and Employee self-service components of the Global Employment Management System. Managing the process online provides

employees the opportunity to plan, review and approve performance appraisals. Civil Service employees can apply online at: <http://fsi.state.gov/admin/reg/default.asp?EventID=PA449&filterlocation=>.

PT230 - Fundamentals of Supervision

This five-day FSI classroom course introduces new and soon-to-be supervisors to the requirements, tools and skills needed to manage the performance of others in the Department of State. It includes an introduction to equal employment opportunity and diversity in the workplace, performance management models and processes, and

handling conduct and performance issues.

Enroll online at: <http://fsi.state.gov/admin/reg/default.asp?EventID=PT230&filterlocation=>.

Ask FSI

Looking for information on a specific course, training location or distance learning? Experiencing a problem with registration, accessing a course or technical issue? "Ask FSI" is your answer! Found on the home page of FSI (<http://fsi.state.gov>), "Ask FSI" allows you to review frequently asked questions or submit your own inquiry. Questions are routed quickly for prompt response. ■

Security

		February	March	Length
MQ911	Security Overseas Seminar	7,28	7,21	2D

Foreign Service Life Skills

		February	March	Length
MQ104	Regulations, Allowances & Finances in Foreign Service Context	3		2D
MQ115	Explaining America		15	1D
MQ116	Protocol and the U.S. Representation Abroad	26		1D
MQ117	Tax Seminar	23		2.5H
MQ119	Orientation to State Overseas		23	8H
MQ200	Going Overseas for Singles & Couples w/o Children		26	4H
MQ210	Going Overseas for Families		26	3H
MQ220	Going Overseas – Logistics for Adults		26	2.5H
MQ230	Going Overseas – Logistics for Children		26	2.5H
MQ302	Transition to Washington for Foreign-Born Spouses	2		4H
MQ801	Long Distance Relationships		30	4H
MQ802	Communicating Across Cultures		5	1D
MQ803	Realities of Foreign Service Life		24	1D
MQ854	Legal Considerations in the Foreign Service		16	2.5H
MQ950	High Stress Assignment Outbriefing Program	4	4	4H

Career Transition Center

		February	March	Length
RV101	Retirement Planning Workshop		28	4D
RV102	Job Search Program		7	8W
RV103	Financial Management and Estate Planning		2	1D
RV104	Annuities and Benefits and Social Security		1	1D

H=Hours D=Days W=Weeks

Upcoming Classes



Heed Their Warnings

GHS Standardizes Chemical Warning Labels // By Maureen O'Donnell

Everyday products such as bleaches, oils, pesticides and painting supplies can be hazardous to your health. Have you ever reached for that can of cleaner and wondered what the warning label really meant, and how to use the information to protect yourself and your family?

Over the next few years, you will begin to hear the term “global harmonization.” You might initially think of an international choral society, but the term refers to an international effort to ensure that warning labels on hazardous chemicals are standardized.

The global community has standardized such things as time zones, light sockets and trade rules but not hazard information on chemical labels. However, the Globally Harmonized System of Classification and Labeling of Chemicals or GHS seeks to do just that.

You have no doubt noticed language such as “flammable,” “skin irritant” or “corrosive” on the labels of chemical products. You have also seen these warnings: “Keep away from sparks or open flame,” “Avoid contact with skin” and “Use with adequate ventilation.”

This information ensures that you know which chemical products to keep out of your child’s reach. It helps ensure that your spouse leaves dust-laden clothing at work, that the pest-control contractor appropriately applies pesticides in your home and that your daughter handles her laboratory chemicals safely in school.

Around the globe, most regulatory authorities require some type of warning language for hazardous chemical products. However, until recently, countries did not agree on the types of warnings, the language to be used or the basic definitions of what constitutes a hazardous chemical.

A flammable chemical in one part of the world may not be considered flammable elsewhere. Compounding the problem are the many other hazards that some chemicals present, such as cancer risk, explosion and sensitization. In an age of international trade, this inconsistency creates confusion, leading to misuse of chemicals and overexposure for people and the environment.

In 1992, the United Nations undertook an effort to harmonize chemical classification and labeling. Experts from industry, government and labor negotiated for 10 years to create a system of communication that will affect millions around the world. That system, the Globally Harmonized System of Classification and Labeling of Chemicals, is the result and has been adopted by the

U.N. Implementation is now happening worldwide.

Many countries have made a commitment to the GHS, and once the largest chemical manufacturers, the European Union and the United States implement it, the impact on chemical safety will be great. The European Union has directed that the GHS requirements be phased in over five years. In the United States, federal agencies have changed or are changing regulations. Countries without a regulated system of hazard communication can also adopt the GHS.

Adoption of the GHS will mean change. In the United States, the most obvious change will be pictograms on labels—graphics to communicate the hazards. The GHS uses nine pictograms as visual hazard warnings.

Other changes may not be so noticeable. Hazard warnings will still be required on the label and signal words such as “danger” or “warning” will be included. The significance of the GHS is that chemicals will now be classified the same way no matter where they are manufactured, providing worldwide consistency. Once a chemical is classified, the GHS will dictate the language that conveys the chemical’s hazard and severity. This will also be the same, no matter where the product is manufactured or used.

Confusion over chemical hazards will be reduced. No longer will a chemical that causes an allergic reaction in the lungs be called a “respiratory sensitizer” on some labels and an “asthmagen” on others or, worse, have a label with no information at all. For this hazard, the statement on labels will be: “May cause allergy or asthma symptoms or breathing difficulties if inhaled.” That is fairly clear. Similar simplified language will be used for other hazards, too.

Switching over to the Globally Harmonized System of Classification and Labeling of Chemicals will ensure that everyone around the world is on the same sheet of music when understanding the hazards and appropriate handling of chemicals. Consistency and greater comprehension of hazard information helps keep you, your family and your neighborhood safe no matter where you are in the world. ■

Certified Industrial Hygienist Maureen O'Donnell works in the Office of Safety, Health and Environmental Management in the Bureau of Overseas Buildings Operations. She was the Occupational Safety and Health Administration's expert on hazard communication.

U.S. Ambassador to Albania

Alexander A. Arvizu of Virginia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Albania. Previously, he was director of Entry-Level Assignments in the Bureau of Human Resources. Before that, he was a deputy assistant secretary in the Bureau of East Asian and Pacific Affairs. He was deputy chief of mission in Bangkok and Phnom Penh and also served in Seoul and Osaka-Kobe. He is married and has a daughter.



U.S. Representative to the Organization for the Prohibition of Chemical Weapons

Robert P. Mikulak of Virginia, a career member of the Senior Executive Service, is the new U.S. Permanent Representative to the OPCW in The Hague with the rank of Ambassador. Previously, he was director of the Office of Chemical and Biological Weapons Affairs in the Bureau of Arms Control, Verification and Compliance, as well as executive director of the office responsible for coordinating U.S. implementation of the Chemical Weapons Convention. He is married and has two children.



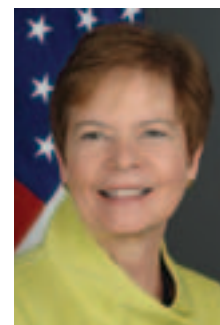
U.S. Ambassador to Pakistan

Cameron Munter of California, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Islamic Republic of Pakistan. Previously, he served in Iraq, first as political-military minister-counselor and then as deputy chief of mission. He also led the first Provincial Reconstruction Team in Mosul. He was ambassador to Serbia and deputy chief of mission in the Czech Republic and Poland. Earlier, he served in Bonn, Prague and Warsaw.



U.S. Ambassador to Mauritania

Jo Ellen Powell of Maryland, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Islamic Republic of Mauritania. Previously, she was consul general in Frankfurt and before that executive director of the Bureau of Western Hemisphere Affairs. Other postings include Amman, Beirut, Rome, Paris and Canberra. She is married to Foreign Service officer Stephen Engelken. They have one son.



U.S. Ambassador to The Gambia

Pamela Ann White of Maine, a career member of the Senior Foreign Service, class of Career Minister, is the new U.S. Ambassador to the Republic of The Gambia. Previously, she was mission director for the U.S. Agency for International Development in Liberia and before that USAID mission director in Tanzania. Other postings include Burkina Faso, Senegal, Haiti, Egypt, South Africa and Mali. She was a Peace Corps volunteer in Cameroon. She is married to a Foreign Service officer.



U.S. Representative on the Council of the International Civil Aviation Organization

Duane Woerth of Nebraska, an executive, is the new U.S. Representative on the Council of the ICAO with the rank of Ambassador. Previously, he was co-founder and senior vice president at an Internet advertising firm. Before that, he was president of the Air Line Pilots Association and served on the Rapid Response Team for Aircraft Security following the Sept. 11, 2001 attacks. He served in the Air Force and the Kansas Air National Guard.





Norman Alexander Jr., 70, a retired Foreign Service officer, died Oct. 24 in Baltimore, Md. He served in the Army before joining the Department. During his 32-year career, he was posted to Eritrea, Madrid, Port of Spain, Freetown, Mexico City, Monterrey and Guayaquil. He loved music, flowers and yard work, and collected barbecue grills, watches, clocks, African art and porcelain figurines.



Gary E. Lee, 67, a retired Foreign Service officer, died Oct. 10 at his home in Fulton, Texas. He joined the Department in 1971 and was posted to India; Syria; North Yemen; Tehran, where he became one of the 52 diplomats held hostage for 444 days; Panama; and various temporary duty assignments in Africa.



Brady G. Barr, 78, a retired Foreign Service officer, died Nov. 4 at his home in Washington, D.C. He served in the Marine Corps during the Korean War and joined the Department in 1956. His postings included Moscow; Tripoli; Copenhagen; Lagos and Ibadan, Nigeria; and Adana, Turkey. After retiring in 1981, he worked on contract with the Department, most recently on declassification of historical documents.



Margaret M. Nicklas, 92, widow of retired Foreign Service officer Charles Nicklas, died Oct. 17 of cardiopulmonary arrest. She lived in Potomac, Md. She worked for the War Department during World War II and met her husband there. After he joined the predecessor organization to the U.S. Agency for International Development, she accompanied him on postings to Manila, Santiago, Rio de Janeiro and Saigon, where she volunteered at the U.S. Army Hospital. She enjoyed duckpin bowling, golf, bridge, reading and traveling.



Kenneth P. Ferguson, 90, a retired Foreign Service officer, died Oct. 31 of cardiac pulmonary arrest in Bethesda, Md. He served in the Navy during World War II on the Greenland Patrol and worked in the Middle East in the oil industry before joining the Department. He retired in 1980.



Nuel L. Pazdral, 75, a retired Foreign Service officer, died Nov. 8 in Falls Church, Va., from pneumonia and respiratory failure following a stroke. He served in the Army in Korea and joined the Department in 1961. His postings included Copenhagen, Bonn, Warsaw, Krakow, Paramaribo, Lagos and Bucharest. After retiring in 1988, he accompanied his wife to postings in Helsinki, Zagreb, Bucharest, Paris and Wellington, and consulted for the Department. He enjoyed traveling, flying, sailing, reading and classical music.



Janet J. Hanford, 59, a retired Foreign Service officer, died Oct. 30 of breast cancer in Burbank, Calif. She lived in Ocala, Fla. She joined the Department in 1976 and was posted to Brasilia, Colombo, Frankfurt, St. Petersburg, Moscow, Tel Aviv, Rome, Beijing and Hong Kong. She retired in 2003 and pursued her passion for books, motion pictures and television.



Millicent Zella Pierce Rogers, 80, wife of retired Foreign Service officer Kenneth Rogers, died Oct. 31 in Silver Spring, Md. She lived in Kensington, Md. She accompanied her husband on postings to Hong Kong, Vietnam, Angola, Jamaica and Morocco and served as a volunteer nurse. She attended the National War College and studied photography, art, yoga, cooking and languages. She was a member of the Guillain-Barre Syndrome Support

Group International.



John B. Shaw, 76, a retired Foreign Service specialist, died Nov. 3 of complications from Alzheimer's disease in his hometown of Miami, Fla. He joined the Department in 1961 and served in Athens, New Delhi, Sao Paulo, Montevideo, Rio de Janeiro, Monrovia, Moscow and Belgrade. He retired in 1993.



Ruth Reiko Teague, 78, a retired Foreign Service secretary, died April 22 of a fall in Seattle, Wash. She joined the Department in 1964 and served in Paris, Rotterdam, Hong Kong, Kuwait, Moscow, Beijing, Brasilia, Montreal, Kingston and Tokyo. She retired in 1997. She enjoyed opera, writing poetry, participating in a reading group and attending the annual reunion of Moscow staffers.

In the Event of a Death...

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960. For specific questions on submitting an obituary to *State Magazine*, please contact Bill Palmer at palmerwr2@state.gov or (202) 203-7114.



Margaret Joy Tibbetts, 90, a retired Foreign Service officer, died April 25 in Topsham, Maine. She served with the Office of Strategic Services before joining the Department in 1945 and the Foreign Service in 1952. She served in Leopoldville (now Kinshasa), Brussels and London before being named ambassador to Norway in 1964 and deputy assistant secretary in the Bureau of European and Canadian Affairs in 1969. In retirement, she was a professor at Bowdoin College and active in community affairs in Bethel, Me. (See remembrance below.)

A Foreign Service Legend

By Rozanne L. Ridgway

Word of the passing of Ambassador Margaret Joy Tibbetts at age 90, while slow to reach most of her colleagues and associates, quickly brought to mind and memory the wisdom and wit, the vitality and generosity of spirit of a Foreign Service trailblazer. Armed with a Ph.D. from Bryn Mawr, Ambassador Tibbetts began her Department career after World War II service with the Office of Strategic Services. After several years in the Civil Service, she became a Foreign Service officer as a result of successive firsts in special Department exams held to open the FSO ranks. With the exception of a tour in the Congo, she spent her entire government career on European affairs.

In 1971, at age 52 and as a career minister, she walked away from a brilliant career with even more achievement ahead of her. She left behind senior officers who considered her among the best and a generation of younger officers who, serving with and alongside of her, benefited from her inclusiveness, from listening and watching while seated "below the salt," from being given real assignments and responsibilities, and from her integrity and high standards. As a former Director General put it, "Her constant courtesy and encouragement to a younger officer was ever-present." When she was named ambassador to Norway in 1964, it had been 11 years since the legendary FSO Frances Willis had been named ambassador. "Tibby," as she was affectionately known, was the first female FSO named deputy assistant secretary in a regional bureau.

An ambassador who happened to be a woman, a diplomat who had no peer regardless of gender, Ambassador Tibbetts returned to Maine to care for her mother, teach at Bowdoin and grow blueberries. This was consistent with the personal balance and perspective of one who wore yellow waders to call at the Foreign Office on rainy days. She, like Frances Willis before her, is a Foreign Service legend.

Roz Ridgway is a retired Foreign Service officer.

Retirements

Foreign Service

Asher, Dal Shane	Nolan, Robert B.
Bishop, Donald M.	Norman, Marcia L.
Gavagan, Gregory V.	Reno, Douglas A.
Groves, Judith K.	Starnes, Robert Wayne
Hume, Cameron R.	Willoughby, Michele L.
Leonard, Jeanne Marie	Wright, Paul Jan

Civil Service

Byerly, John R.	Padovano, Constance J.
Centeno, Mercedes M.	Parker, John W.
Gower, Linda G.	Stewart, Rudolph E.
Kirk, Cynthia D.	Taylor, Larry D.
Maggi, Robert W.	

Don't forget...
Foreign Affairs Day
is



Coming In Our
Next Issue:



Volunteers Fuel
Crisis Support Teams

DOS Honors Employees'
'Groundbreaking Work'

Native Americans Find
Common Ground—
in Tajikistan

...and much more!



Embassies Save Lives and Promote Business

This flood quickly reached epic proportions. Had it struck the U.S. Eastern seaboard, it might have inundated every state from Maine to Florida. This July flood, however, struck Pakistan with devastating consequences—more than 1,800 people dead, 1.8 million homes destroyed or severely damaged, millions of people left without adequate shelter, food or water.

Embassy Islamabad jumped in front of the international relief efforts from Day One. An interagency team coordinated resources and managed overall U.S. response; the staff set priorities for immediate needs and organized emergency equipment and other assets already in the country. The narcotics affairs section authorized the Pakistani military to use its five Huey helicopters for search and rescue missions. The Office of U.S. Defense Representative to Pakistan coordinated the use of U.S. military aircraft to deliver relief supplies and evacuate flood victims. By the end of airlift operations in November, those aircraft had evacuated more than 40,000 people and delivered more than 26 million tons of relief supplies.

U.S. Ambassador to Iraq James F. Jeffrey delivered a simple message to 20 U.S. executives on their arrival in Baghdad: Iraq is open for business. The executives were part of a Department of Commerce trade mission to Iraq, and it was arranged to support President Barack Obama's National Export Initiative. The commercial section of Embassy Baghdad set up more than 200 business-to-business and 50 business-to-government meetings for the delegation; the primary focus was on Iraqi government procurement representatives.

The U.S. delegation included representatives from small to large companies from multiple business sectors—aerospace, construction, engineering, logistics, security, telecommunications and transportation. The trade mission also supported the U.S.-Iraq Strategic Framework Agreement's goal of ensuring a sustainable and enduring bilateral relationship.

Duty at United Nations headquarters in New York, one of the world's great cities, sounds exciting and exotic—and it is. But every September, that duty could also be described as chaotic as delegations from around the globe arrive for the UN General Assembly session. For many staff members of the U.S. Mission

to the United Nations, it's an experience of a lifetime.

Every year, the USUN staff welcomes five entry-level officers who fill key temporary reporting positions between postings abroad. These ELOs get invaluable experience in how the General Assembly works by observing multilateral diplomacy in action. Department area-specific advisors at USUN work the General Assembly to present U.S. views, values and policies. They also arrange informal meetings and public diplomacy events to reassure delegates that the Department appreciates the differences between countries and regions.

Last but never least, a final salute to our colleagues en route to their final posting: *Norman Alexander Jr.; Brady G. Barr; Kenneth P. Ferguson; Janet J. Hanford; Richard C. Holbrooke; Gary E. Lee; Margaret M. Nicklas; Nuel L. Pazdral; Millicent Zella Pierce Rogers; John B. Shaw; Ruth Reiko Teague; and Margaret Joy Tibbetts.* ■

A handwritten signature in dark ink that reads "Rob Wiley". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

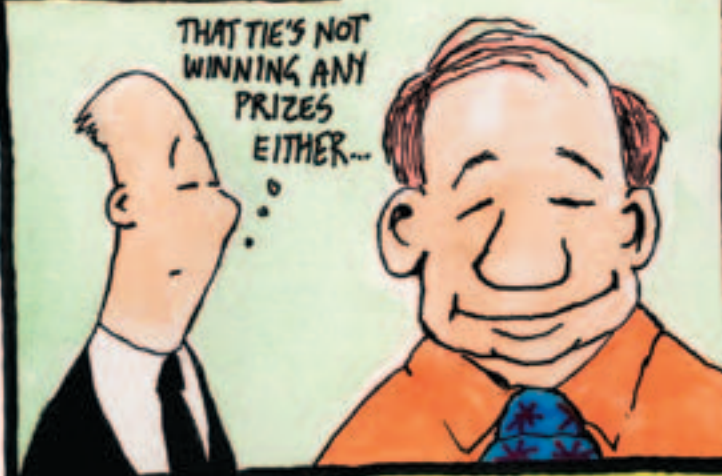
Rob Wiley
Editor-in-Chief

MORE ALLEGED STATE DEPARTMENT SECRETS REVEALED!

CONSULAR OFFICER H. STETSON POMEROY
POSSESSES PRODIGIOUS POWERS OF
OBSERVATION!



AMBASSADOR BLUESTONE FINDS THE
DEPUTY FOREIGN MINISTER'S COMBOVER
"REGRETTABLE."



ECONOMIC OFFICER WAYLON BIGGLES
LOVES SEMICOLONS; IT'S HIS FAVORITE
PUNCTUATION MARK.



DEPUTY ASSISTANT SECRETARY BRENDA
HARVEY-HARVEY FINDS ICKYSTAN'S FAMOUS
FERMENTED CATERPILLAR STEW "ACTUALLY
BETTER THAN MY FATHER-IN-LAW'S GAZPACHO."



POLITICAL OFFICER BOYD FLAXTON
HAS "SURPRISINGLY CHISELED ABS."





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A close-up, low-angle shot of a brass hourglass. The top bulb is filled with dark sand, and the bottom bulb is partially filled with lighter sand. The hourglass is set against a warm, blurred wooden background.

Don't Let Time Run Out on Your Good Intentions

The Combined Federal Campaign has
been extended to Jan. 17. You can still
make a one-time donation to support
one or more of 4,000 charities. See
your bureau key worker for details.
Thanks to everyone who contributed.